

EBOOK

KA2 PROJECT - GOOD
PRACTICES FOR
ADULT EDUCATION



Yes Volunteering

Toolkit with resources for the management
of volunteering programs for skills empowerment
in disadvantaged people

Leading organization

ITALY

Aurive

PARTNERS

AUSTRIA

InterAktion

PORTUGAL

Rightchallenge

TURKEY

Yasam Boyu

SPAIN

Deses-3

SLOVENIA

Drustvo Za Novo Mesto

VOLUNTEER MANAGEMENT TOOL KIT

KA2 Erasmus Plus

Cooperation for the exchange of good practices

Capacity Building in the field of Adult education



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“The European Commission support for the production of this publication does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.”

this is volunteering ...

“The meaning of life is to find your gift. The purpose of life is to give it away.”

— **William Shakespeare**

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0. Foreword

In this publication, we present the tools for the management of volunteering programs.

With this toolkit we want to provide social workers and the different stakeholders involved in the management of volunteering programs with updated resources to further enhance the empowerment potential of volunteering programs toward greater impacts on inclusion results of disadvantaged adults involved in volunteering.

The exchange and the sharing of tools and educational resources is a critical step in supporting lifelong learning chances for social workers and the main stakeholders involved in the management of volunteering programs toward professional empowerment.

It is also crucial to make social workers more aware of the different sorts of tools available to support disadvantaged adults involved in volunteering experiences aimed at the development of some soft and hard skills which can be relevant toward social inclusion.

This information will also help the “Yes volunteering” Erasmus+ Ka2 project Team and other social workers and trainers involved in adult education to improve the quality of volunteering programs, finding the best way to use volunteering as a tool to meet the empowerment needs of disadvantaged adults, with the needs of job seekers as well as the needs of employers and society who can provide inclusion chances for disadvantaged targets.

0.1. Participating Organisations

This publication is addressed to youth workers, educators, people working in a third sector organisation, coach or mentor, learner in non-formal education and anyone interested in developing non formal activities for the empowerment of soft skills in disadvantaged people.

This project would have been impossible without the support and collaboration of the coordinator and partner organizations' staff from the drawing up to the implementation.

The organisations' staff of the promoter and partner organizations have actively contributed to the creation of this manual.

The Aurive Social Cooperative - Italy

The Social Cooperative Aurive started in 2007 as an entity to manage the National Civic

www.aurive.it

Yasam Boyu Egitim Dernegi - Turkey

<http://www.yasamboyu.org>

Rightchallenge - Associação - Portugal

www.rightchallenge.org

Drustvo Za Razvijanje Prostovoljnega Dela Novo Mesto - Slovenia

<http://www.nevlnik.info/si/>

InterAktion - Verein für ein interkulturelles Zusammenleben - Austria

www.verein-interaktion.org

Asociación Deses-3 - Spain

<https://www.asociaciondeses3.com/>



1. Introduction

1.1: Overview of the Project

"Yes Volunteering" wants to improve models and methods to use social and cultural volunteering as a tool to train excluded people to active citizenship for personal and community empowerment.

Volunteering is nowadays a tool for participation in society in various fields, establishing itself as an enriching experience that allows the development of social skills and competences.

This is why we want to confront on the power of volunteering as a tool for adult education and to equip, especially unemployed adults with skills and competences, which will help them to strengthen their sense of citizenship, responsibility and initiative; improve their media literacy and critical thinking; digital and organizational skills, their career possibilities on the labour market, give a chance to gain international experience, develop their tolerance and sense of solidarity and widen their horizons. Project venue in Novara and Verbania Province, Italy, with 5 partners, 1 Turkish, 1 Slovenian, 1 Portuguese, 1 Austrian, 1 Spanish. Partners from 6 countries want to confront the differences between volunteering systems, tools, and perceptions in their countries.

The project supports the transferability of learnings gained through volunteering experiences to other dimensions of people's life. Specifically, we will look for ways to maximize the benefits of volunteering in terms of social integration and re-engagement, civic participation, mobility, employability opportunities.

That is attempted to face the European and global crisis outcomes, which specifically affects low qualified and low skilled people, starting from the development of their resources for active participation in socio economic framework. We want to give to the unemployed adults the instruments to improve their abilities and skills of democracy participation, leadership, cooperation, also becoming active to improve the social and economic territory they belong to.

The project also targets staff in adult education and volunteering organisations from partner countries who will receive training on the methodology and the topic of enhancement of learning outcomes in volunteering services.

This manual is one of the final deliverables of the project. It is available on-line for free beyond the project's lifetime.



1.2: Overall Aims of the Toolkit

The Toolkit is aimed at providing a wide set of tools to be used by social workers to address the learning needs of the volunteers, regarding the key competences needed to enter and to remain in the labour market. The goal is to provide useful educational resources to those managing volunteering programs in order to further enhance the power of volunteering and to support the personal and the professional development of people at risk of exclusion.

The toolkit will help social workers and coordinators to increase quality in the management of all the different stages of a volunteering program:

- selection
- placement

- tutoring
- mentoring
- evaluation
- follow up

The specific goal is to provide educational resources that can be useful to the different subjects (stakeholders) who are involved in volunteer programs in order to provide them with quality management skills toward increased impacts related to the inclusion of disadvantaged targets involved in volunteering programs for skills empowerment.

1.3: Our Approach

The collection of the toolkit was realized in a way to value the best educational and project management resources available within the partnership of the “Yes volunteering” project.

Each partner valued its own specific expertise and selected 3-4 quality resources used in volunteering programs, as following:

- Tools for selection (SPAIN)
- Tools for Placement - ITALY
- Tools for Training - PORTUGAL
- Tools for Tutoring/mentoring - TURKEY
- Tools for Evaluation – SLOVENIA
- Tools for Certification – AUSTRIA

1.4: The Working Method

The working method for the collection of these educational resources was based on the goal of valuing the best practices and expertise of each one of the six partner organizations in the 6 countries. Each partner had the task of selecting the best from the tools and educational resources used in the management of volunteer programs (selection, placement, training, mentoring, and monitoring, evaluation, certification step). Each country was free to decide what sort of quality educational resource to share.

1.5: What Is Volunteer Management?

It is the process to support the volunteer in the active participation in the whole volunteering program helping him/her to be aware of its own learning goals, learning process and results. Volunteer management also includes the capacity to support the

volunteers to value the increased awareness of his/her own skills and potential to plan the next steps of a customized personal development plan.

1.6: What Sort of Tools and Resources Are Included in The Toolkit?

Multiple sort of tools are included in the kit here are some samples:

- question/evaluation forms
- training resources to be used to work skills empowerment in volunteers
- descriptions of working methods
- anything relevant for quality in volunteering programs management.

Chapter 2: Overview of Tools and Resources for Volunteering Management from Each Country

Volunteer management process is a long and demanding process. However, when managed correctly, it manages to touch the lives of many people. Volunteer repetition, in which internal governance is actively used, starts with the selection of volunteer candidates. Then the selected candidates are placed in suitable positions. Volunteers are strengthened by providing training in the fields they need. Mentoring support is also provided to disadvantaged volunteers. After the training is given, the training is evaluated. After this evaluation process, the successful volunteers have the chance to prove their skills to third parties with the certificate given to them. Considering this whole process, it is important to have a close relationship and cooperation between the volunteer and the institution. Because, thanks to volunteering, non-governmental organizations develop, and with the volunteer support provided by non-governmental organizations, disadvantaged individuals can enter many areas of life more easily.

2.1: Tools for Selection (SPAIN)

The first step in volunteer management is the selection of volunteers.

The first thing to do for the selection of volunteers is to collect applications from volunteer candidates by placing an open call. In order for applications to be collected, an application form must be prepared. It is very important to ask the right questions in the application form because, thanks to these questions, the candidates who will contribute the most to the volunteering program can be selected. False questions can lead candidates in the wrong direction. Candidates apply to the volunteering position they have learned through open call by filling out the application form, and then the collected applications are evaluated by the relevant officials. An interview is conducted

by contacting candidates who are considered to be suitable. The questions to be asked to the candidate in this interview are also of great importance. Therefore, the interview form should be prepared well. In the last step, a SWOT analysis should be performed among the possible candidates and the most suitable candidates who can work for the purposes of the project should be selected.

i. Open Call

The open call is the means used from the leading or partner organization, on the volunteering program run by the first one, to search for candidates and, at the very end of the selection process, for volunteers. It consists of a series of basic information on the program and a list of attributes the candidates should have before showing his/her interest to the open call's promoter.

An open call lately travels through the main social media in the form of Facebook posts, Instagram stories and newsletter articles, published by the volunteering program's coordinator or its partners. That is why this tool should maintain a short and catching format.

Here you can find a prototype of open call for searching volunteers to be:

<p>TITLE OF THE VOLUNTEERING PROJECT/PROGRAM</p> <p>Name of the entity running the program and/or financing it</p> <ul style="list-style-type: none">-Duration of the project/program (dd/mm/yy – dd/mm/yy)-Number of volunteers to be selected-Description of the project/program activities (from 6 to 10 lines maximum)-Main outcomes and target groups involved in the volunteering experience (2 lines maximum)-Information about pre-volunteering training (duration, costs if any, entity in charge)-Information about certification delivered at the end of the project/program <ul style="list-style-type: none">-Minimum criteria requested from the candidate (3 adjectives)-Deadline to apply to be a candidate (dd/mm/yy)-List of documents or tools requested to apply (for example, CV, Europass, motivational letter, etc.)-Contact mail or phone of the coordinating entity or of the person in charge for the selection. <p>Picture of the entity's members or of the location of the volunteering experience.</p>
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ii. Application Form

The application form is a tool that a coordinating entity of a volunteering project can ask the candidate to fill in, in order to have all the relevant information for the program and/or the entity hosting it. It sometimes can substitute the CV since, as it will be shown in the App form example above, it could contain very specific questions to be answered by the candidate. An App form is usually asked to be completed before the interview.

TITLE OF THE VOLUNTEERING PROJECT/PROGRAM

Name of the entity running the program and/or financing it

Duration of the project/program (dd/mm/yy – dd/mm/yy)

PERSONAL INFORMATION

- Name, surname, date, and place of birth
- Address, ID number, mail, and phone
- Emergency contacts (2 at least)

OTHER PERSONAL INFORMATION

- Disabilities, disadvantages, allergies
- Medical problems, medicines assumed on daily basis
- Size for uniform (if any)
- Alimentary preferences

LOGISTICS:

- Drive license and car owning
- EHIC possession and/or private health insurance
- Valid ID and/or passport number (for international volunteering)

ABOUT THE CANDIDATE

- Hobbies and talents (if any)
- Studies, work, and previous volunteering experience (if any)
- Language skills (if any).

ABOUT THE PROGRAM/PROJECT

- Motivation in joining a volunteering experience (5 lines maximum);
- Expectations in terms of learning outcomes (3 lines maximum);
- Contribution to the community to be served (2 lines maximum).

Further comments to be shared by the candidate.

iii. The Interview Form

The personal interview between the recruiter and the candidate for a volunteering program should be a moment where, through a more or less informal chat, the first can take notes of the information given by the second one, while checking that everything affirmed in the App form was actually verified information.

That is why, it could be useful for the recruiter to have a form where the questions to be made to the candidate are already settled and so, during the interview, the social worker can catch other very important particular aspects of the candidate (non-verbal communication) and enjoy the chat. Also, every question could have a value, some points that the candidate could reach or not depending on his/her answer to that, up to a maximum of 100.

An example of an interview form for a volunteer position is below provided.

NAME & SURNAME OF THE CANDIDATE

App form related questions about: 10 points/--points

- Education: formal studies and non-formal trainings
- Work: last role assumed
- Volunteering: previous experience (if any)
- Hobbies and interest
- Logistics: drive license and car owning

Open questions to get to know the candidate and test his/her attitude: 60 points/--points

- What is the real motivation of taking part in a volunteering activity?
- What is your concept of flexibility?
- How do you think it will be the cohabitation with senior organization's members?
- How do you think conflicts of any kind can be dealt with inside the organization?
- From 1 to 10, where 10 means highly possible, how much helping others is important for your self being?

- Where do you see yourself after this volunteering experience?

Questions about personality (to be answered briefly):20 points/--points

- 3 positive adjectives to define yourself

- 3 negative adjectives that describe your defects

Notes about the questions the candidates made to the recruiter. 10 points/--points

iv. The SWOT Analysis

After the personal interview has been held, the person in charge of the coordinating organization of the volunteering program will have to take a decision and pick the profiles that best suit the activities' objectives. To do so, the final selection of the volunteers can be made by performing a well-known analysis, often used in economics while considering if to start a business. In this case, this 4-squared-diagram will have to be held for each candidate, so to easily visualize pros and cons, and finally make a proper decision. Ideally, weakness and threats should remain empty.

As follows, an example of SWOT analysis to be applied to every already interviewed candidate:

<p style="text-align: center;">STRENGTHS</p> <p>Every positive attitude and quality of the candidate should be listed here, especially if considered a helpful contribution for the whole growth of the coordinating organization. Moreover, considering the volunteering activities' objectives to be held, the strengths should underline how useful the candidate would be on a daily basis.</p>	<p style="text-align: center;">WEAKNESSES</p> <p>Detected fears and defects of the candidate find place in this square: it also should be noted all those aspects of the candidate that could be taken by the leading organization to take a step behind in its overall growth. Always is important to take into account the activities to be held and how negatively could the volunteer contribute to those.</p>
<p style="text-align: center;">OPPORTUNITIES</p> <p>All the chances that the candidate, through his/her own interests, background and network, can bring from</p>	<p style="text-align: center;">THREATS</p> <p>It has to be considered that the volunteer to be would become an eventual ambassador of the organization outside</p>

outside the organization hosting the volunteering program. Every person means links and new possibilities for collaboration and other advantages (stakeholder mainly).	this. So, all those not very convincing features of the candidate that could put the organization under a bad light from an external point of view, should be noted in this space and considered as a fault.
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2.2: Tools for Placement – ITALY

The second step of volunteer management is placement. With a correct placement, the most suitable volunteer can be assigned in the most suitable position. After the volunteer, who is considered to be the most efficient for the institution, is selected, it is subjected to a second elimination. In this in-house screening, the volunteer candidate is told about the skills required for this specific position and the requirements of the position are explained. Then, demographic information and contact information of the volunteer candidate are obtained. Among the volunteers whose motivation and background information were obtained, those who are most suitable for the program are placed in volunteer positions.

i. Sample - Placement Description for a Volunteering Position

Short summary
Volunteers will have the chance to work as a team member on multiple tasks including... Hosting organization has been working in the social field for 20 years. Skills empowerment for inclusion of disadvantaged young people is our main goal. Our team of social workers is committed to lifelong learning. We want you to be part of our team!
Requested skills, competences/knowledge, attitudes
To apply for this volunteering position, you should have the following skills, competences/knowledge, attitudes:
Competences/Knowledge
Understanding of administrative principles
Basic knowledge of resources and methods for social care
Basic skills in intercultural and non-formal education
Effective verbal and written communication skills
Attitudes
Collaborative
Trustworthy
Receptive to feedback

Eager to learn
Efficiency
Accuracy
Responsibility
Time management skills
Ability to be responsible for more than one project
Required Qualifications
Earn a Bachelor of Social Science
Professional training or professional experience in the area of accounting for social business administration
Proficient with computers, Excel and the office suite in general
Volunteering Learning Goals
Learn and adopt a professional attitude while working with disadvantaged targets
Develop an understanding of the accounting software for social businesses
Develop mediation techniques to connect different stakeholders in the reference community
Develop skills needed for social communication
Develop skills required to interact with other professionals in social field
Develop skills required to work as a team member on different social care engagements to include healthcare, education, cultural mediation.

Placement Form – volunteering programs

ii. Sample form for the PROFILE description of the applicant for a volunteering position

Volunteering Program Title:
Hosting Organization:

Volunteer's Name:
Volunteer's Title:
Phone Number:
E-Mail:

SHORT SUMMARY OF PROFILE OF THE VOLUNTEER DESCRIPTION:

The hosting organization is looking for volunteers with the following profile:

PROFILE OF THE APPLICANT DESCRIPTION:

Short description of the profile of the volunteer (To be filled by the volunteers themselves (self-evaluation) or by the selector

Motivation
Main motivation stated toward the project:
Preferred tasks stated from the project:
Skills profile
Main soft skills relevant for the project:
Interests:
Attitudes:
Personal background:
Studies:
Professional experience:
Driving licence:
Availability:
Preferred timing of service: morning afternoon week end
Flexibility: available for different tasks, roles and function: Yes / No
If yes, please specify:
Main needs for personal empowerment:
Main learning goals - Please select up to 3 of the following 8 Keys competences for lifelong learning
1. Communication in the mother tongue
2. Communication in foreign languages
3. Mathematical competence and basic competences in science and technology
4. Digital competence
5. Learning to learn
6. Social and civic competences
7. Initiative and entrepreneurship
8. Cultural awareness and expression

iii. Sample - Project Essentials Sheet

Project Title: Comuniterrae

Sector: Environmental heritage and urban upgrading
Area: Safeguard and Protection of Parks and Naturalistic Oasis
Project Length: 1 year
Months: 12

Project Goals:
Action's development of biodiversity monitoring on the area
Increase in the sense of belonging of the citizens living in the municipalities of the parks; renewal of communication actions on the web and at information points
Activities of Employment of Volunteers:
Planning and direct management of biodiversity monitoring actions on the area
Development of the project "Mappe di comunità" (Community Maps)
Development of the documents archive, and images linked to the Community Maps management, updating of the institutional site
Management of social pages already active (drafting texts, choice of images, creation of short videos); coordination of the staff and volunteers in the information points; and organization concerning the opening hours of the information points
Promotion of an annual calendar of initiatives dedicated to biodiversity
Positions Available, Services Offered and Locations:
Ente Parco Nazionale Val Grande – Vogogna: 2 Positions
Ente di Gestione Aree Protette dell'Ossola – Varzo: 2 Positions
Service Conditions and Organizational Aspects:
Annual Total Hours: _ Hours
Days of Service Per Week of Volunteers: _
Time Flexibility: Yes / No
Description of The Selection Criteria:
Department Parameter:
Requirements, If Any:
None in Addition to the Basic Requirements of the Notice
Characteristic Acquirable Skills:
Certificate Issued by the Institution at the End of the Year of Service
Specific Training of Volunteers:
N. Hours
Training and information on the risks connected with the employment of volunteers in civil service projects; land governance: parks, protected areas, and management bodies
The area government: role and strategic guidelines of the Piedmont Region of the National Strategy for biodiversity
Tools and practical techniques for the environmental monitoring of flora and fauna, the UNESCO monitoring procedures within

Placement Form – Volunteering programs

iv. Form to Select Type of Volunteering Program

A tool designed to help the volunteers to choose the right volunteering program according to their profile and priorities

● **Type 1 – Short term Volunteer Programs**

- In a short-term volunteer program, volunteers are engaged for community benefits on a short-term basis (generally between 2 weeks and 2-3 months)
- **List of advantages, please mark the advantages which are the most relevant for you:** 1) Chance to experience a country and work with local people in a short amount of time
- **List of disadvantages, please mark the disadvantages which are the most relevant for you:** 1) The short program duration could reduce the impact of your placement

● **Type 2 – Long term Volunteer Programs**

- In a long-term volunteer placement, volunteers are engaged for community benefits on a long-term basis (generally between 2 and 12 months)
- **List of advantages, please mark the advantages which are the most relevant for you:** 1) Chance to experience a country and work with local people in a long amount of time, 2) Increased chances for skills transfer, 3) Chances for additional training to support volunteers in skills empowerment, 4) More impact, 5) Increased networking chances (possibilities to develop contacts/establish in deep relationships with local people)
- **List of disadvantages, please mark the disadvantages which are the most relevant for you:** 1) It could be required to have some specific skills or educational/professional background

● **Type 3 – Conservation Environmental Care Volunteer Programs**

- Volunteering activities are focused on conservation goals and environmental issues.
- **List of advantages, please mark the advantages which are the most relevant for you:** 1) Possibilities to do practical tasks, 2) Results-orientated advantages, 3) Easier for you to identify the impact
- **List of disadvantages, please mark the advantages which are the most relevant for you:** 1) Possible difficulties to connect environmental needs and local economic development needs

● **Type 4 – Social Care Volunteer Programs**

- Volunteering activities are focused on social issues.
- **List of advantages, please mark the 19dvantages which are the most relevant for you:** 1) High impact on the increase of the personal social network of the volunteer, 2) High impact on the empowerment of communication and social skills, 3) Possibility to learn how to deal with different targets, 4) Visible impacts on social inclusion, 5) Volunteering in social care can have strong emotional impact
- **List of disadvantages, please mark the disadvantages which are the most relevant for you:** 1) High level of responsibility as you are dealing with social relations and social care of disadvantaged targets
- **Type 5 – Cultural Volunteer Programs**
- Volunteering activities are focused on conservation goals and environmental issues.
- **List of advantages, please mark the advantages which are the most relevant for you:** 1) High number of learning chances (usually cultural NGO promote or join multiple cultural events, seminars), 2) Skills, 3) Results-orientated activities, 4) Easier for you to identify the impact,
- **List of disadvantages, please mark the disadvantages which are the most relevant for you:** 1) Possible difficulties to connect environmental needs and local economic development needs, 2) It could be required to have some specific skills or educational/professional background
- **Type 6 - Emergency Program**
- **List of advantages, please mark the disadvantages which are the most relevant for you:** 1) Possibility to engage and contribute to relevant and urgent community needs, 2) High visibility of the volunteering role and impacts
- **List of disadvantages, please mark the disadvantages which are the most relevant for you:** 1) Volunteers are asked to organize themselves quickly to start the volunteering program, 2) Volunteering in emergency can have a strong emotional impact

2.3: Tools for Training – PORTUGAL

In the third step of volunteer management, volunteers who are selected and placed in relevant positions are trained. In order to determine the content of this training, a needs analysis should be done first. Needs analysis is not something we can do on our own at the desk. It is necessary to ask the volunteers' what their needs are. Otherwise, the analysis will be wrong and unnecessary training will be given. After the needs analysis carried out with the volunteers at the first stage, the needs are determined and training topics are selected for these needs. After the training subjects are selected, a

suitable curriculum is prepared. And necessary training is provided to meet the needs of volunteers. After the training, it is necessary to evaluate it. Every activity should have tangible results. Therefore, the training provided is expected to increase the skills of the volunteers at a measurable level.

i. **Training Needs Assessment Survey**

Name:	Education:
Profession:	Years of experience:

1. Do you have previous volunteering experience? If so, please describe your responsibilities.

2. Have you received volunteering training or participated in any other type of training before? If so, please briefly describe your experience.

3. Rate your skills from 1 (could be improved) to 5 (excellent).

	Communication
	Teamwork
	Patience
	Leadership
	Decision-making
	Problem solving
	Compassion
	Conflict resolution

	Self-motivation
	Motivating others
	Honesty
	Commitment

4. What other skills would you say are your strong points?

5. Which topics do you find important to include in training? Please rate from 1 (it does not need to be included in training) to 5 (it definitely should be included in training).

	Background of the organization, its mission, and its activities.
	Role and responsibilities of the volunteer.
	Development of the technical skills required to perform the tasks.
	Development of the soft skills required to perform the tasks.
	How to perform the tasks.
	Experiences from past volunteers.
	Getting to know the organisations' team and the other trainees.
	Sensibilization about the cause.

Other suggestions:

6. According to your preference, what are the most effective methods of training?
Please check (X) all that apply.

	Online training.
	Classroom training.
	Workshops.
	Mentoring.

	Group activities.
	Individual activities.

Other suggestions:

7. According to your preference, what is the ideal duration of the training?

Additional comments/suggestions

ii. **Training Session Plan**

Having a clear guide about how to conduct a training session is helpful not only for the trainee, but also for the trainees who receive the information in a more structured and clearer way.

Learning outcomes	By the end of this training programme, volunteers will be able to: <ul style="list-style-type: none"> ● ● ●
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Contents	What will you present? What activities will you prepare?
Methods	How are you going to deliver the training? Will you give a lecture, use technology, do outdoor training, ...?
Materials/equipment	Are there resources or any equipment that you are going to need? Add them here so that you do not have to look for them when the time of the training comes.
Assessment	Were the training objectives achieved? Did the information get to the trainees effectively? Assess the training session here. A group discussion with the trainees will provide input from the learners' perspective.
Duration	How long will the training session be?

iii. **Group Activities for the Development of Volunteers' Soft Skills**

Group training through enjoyable activities brings the volunteers together, promoting the development of interpersonal relationships and skills. Engaging in these short activities during training sessions only take a few minutes and it is proven to increase motivation, creativity, and productivity, making this training method an efficient tool when it comes to the development of volunteers' competences. Skills such as teamwork, communication and active listening, problem solving, leadership and empathy are often named as the most important for volunteering work. See below examples of some activities that you can use to work on specific skills.

a. Teamwork and leadership

For this exercise you will need coloured paper. You should have different coloured paper sheets and cut them unevenly in smaller pieces to create puzzles. Hide the pieces and ask the volunteers to find (depending on the number of volunteers) one/two/... pieces. Then, they should work together to put the pieces back in place.

b. Communication and active listening

Divide the volunteers in pairs and give them some time to talk to each other. The aim of this exercise is for them to find things they have in common. Each volunteer must write

down 10 things they have in common with the other person. Physical characteristics do not count.

c. Problem solving and critical thinking

Ask each volunteer to write down a problem. It can be a problem they or someone they know have, some issue in their surroundings or it can be made up. Now, each person should share the problem they chose with the rest of the volunteers and together, in a brainstorming session, they must come up with a solution.

d. Empathy and compassion

In this exercise, a volunteer will share an experience that caused them to feel a certain emotion, either positive or negative, but talk about it with mentioning or expressing their feelings. The other volunteers will re-enact the event and try to understand how the person felt when it happened.

iv. **Training Evaluation Survey**

1. Please rate from 1 (lowest) to 10 (highest).

	Overall quality of the training.
	Quality of the trainer(s).
	Structure of the training programme.
	Relevance of the topics approached.
	Quality of the content.
	Quality of the activities.
	Quality of the environment.

2. Did the training meet your expectations? Why/Why not?

3. Was the learning environment comfortable? Why/Why not?

4. After the training, did you feel like you have developed your knowledge or skills?
Please explain.

5. After the training, did you feel like you were prepared to perform your tasks?
Why/Why not?

6. What part of the training was more relevant to you? Why?

7. What part of the training do you think needs improvements? Why?

Additional comments/suggestions

2.4: Tools for Tutoring/Mentoring – TURKEY

Some volunteers may need one-on-one coaching (tutoring) after the training provided. Due to their special needs, providing appropriate tutoring is important for their personal development. For a volunteer to be tutored, one must make sure that he really needs tutoring. For this, first, a questionnaire should be applied, and s/he should be asked why he needs private lessons and why s/he calls herself/himself disadvantaged. When the relevant authority decides that the volunteer needs tutoring after evaluating this questionnaire, s/he is asked about the subjects he / she needs for tutoring and needs analysis is performed. After this analysis, a tutoring curriculum is created according to the special needs of the volunteer. This curriculum can be supported in different ways in writing, visual or auditory. As after every private lesson, evaluation should be made from now on. Tutoring evaluation can be done in 3 steps. First, the volunteer is asked to evaluate the tutoring. Then, they are asked to evaluate the institution and tutoring together. Finally, another questionnaire is applied to the volunteer to evaluate the skill acquired by the volunteer in the long term.

1.1 Demographic Info

- a)** Name / Surname
- b)** Date of birth
- c)** Level of education:
 - a.** Primary school
 - a. Secondary school
 - b. High school
 - c. Undergraduate (university)
 - d. Graduate (master & phd)

d) Why do you consider yourself as a disadvantaged person?

- a.** Disability
- b.** Migrant
- c.** Neither in employment nor in education (NEET)
- d.** Poor
- e.** Violence victim
- f.** Coming from rural area
- g.** Other

e) Why do you need tutoring?

2.2 Need Analysis

a) Which subjects would empower you?

b) What qualities would you like your tutor to have?

- a.** Patience
- b.** Flexibility, Dynamism & Openness to Changing
- c.** Emotional IQ
- d.** Good Communication Skills and the Ability to Make Volunteer Visualize
- e.** Self-discipline
- f.** Empathetic
- g.** Honesty
- h.** Enthusiasm
- i.** Motivation
- j.** All
- k.** Other

iii. Structure of Tutoring

1. Which kinds of material would be more suitable for you considering your disadvantaged?

- a.** Visual
- b.** Audio
- c.** Sensitive
- d.** Other

2. Given your disadvantage, how long should the duration of tutoring be?
3. Which tutoring method is best for you?
 - a. Questioning
 - b. The Socratic Method
 - c. Drills
 - d. Alternation
 - e. Application
 - f. Other

1 **iv. Evaluation**

A. Tutoring Evaluation Form

1. The purpose and learning objectives of the tutoring were clearly stated.
 - a. I totally agree
 - b. I agree
 - c. I am indecisive
 - d. I do not agree
 - e. Totally disagree
2. The tutoring application has achieved its goals and objectives.
 - a. I totally agree
 - b. I agree
 - c. I am indecisive
 - d. I do not agree
 - e. Totally disagree
3. The duration of the tutoring was sufficient.
 - a. I totally agree
 - b. I agree
 - c. I am indecisive
 - d. I do not agree
 - e. Totally disagree
4. The time allocated to the subjects was appropriate

- a. I totally agree
 - b. I agree
 - c. I am indecisive
 - d. I do not agree
 - e. Totally disagree
5. Tutoring was well planned and structured
- a. I totally agree
 - b. I agree
 - c. I am indecisive
 - d. I do not agree
 - e. Totally disagree
6. Tutoring materials were impressive and facilitating learning
- a. I totally agree
 - b. I agree
 - c. I am indecisive
 - d. I do not agree
 - e. Totally disagree
7. Practices and exercises reinforced learning
- a. I totally agree
 - b. I agree
 - c. I am indecisive
 - d. I do not agree
 - e. Totally disagree
8. Tutoring gave me new knowledge and skills
- a. I totally agree
 - b. I agree
 - c. I am indecisive
 - d. I do not agree
 - e. Totally disagree

9. I will be able to use the knowledge and skills I have gained during tutoring in daily life.

- a.** I totally agree
- b.** I agree
- c.** I am indecisive
- d.** I do not agree
- e.** Totally disagree

10. I had the opportunity to correct and renew my existing knowledge during the tutoring

- a.** I totally agree
- b.** I agree
- c.** I am indecisive
- d.** I do not agree
- e.** Totally disagree

11. The tutoring atmosphere created during the training was warm and relaxing.

- a.** I totally agree
- b.** I agree
- c.** I am indecisive
- d.** I do not agree
- e.** Totally disagree

12. Tutors were compatible with each other (for multiple educators)

- a.** I totally agree
- b.** I agree
- c.** I am indecisive
- d.** I do not agree
- e.** Totally disagree

13. I believe I can practice enough

- a.** I totally agree
- b.** I agree

- c. I am indecisive
- d. I do not agree
- e. Totally disagree

14. Different tutoring methods and techniques were used in harmony.

- a. I totally agree
- b. I agree
- c. I am indecisive
- d. I do not agree
- e. Totally disagree

15. My interest and attention were kept alive throughout the tutoring.

- a. I totally agree
- b. I agree
- c. I am indecisive
- d. I do not agree
- e. Totally disagree

16. Written documents submitted during the tutoring were sufficient

- a. I totally agree
- b. I agree
- c. I am indecisive
- d. I do not agree
- e. Totally disagree

17. I have been informed about the content of the tutoring in advance

- a. I totally agree
- b. I agree
- c. I am indecisive
- d. I do not agree
- e. Totally disagree

18. Tutoring was started on time

- a. I totally agree

- b. I agree
- c. I am indecisive
- d. I do not agree
- e. Totally disagree

19. Tutoring was finished on time

- a. I totally agree
- b. I agree
- c. I am indecisive
- d. I do not agree
- e. Totally disagree

20. The tutoring environment (temperature, light, sound, etc.) was suitable for the tutoring

- a. I totally agree
- b. I agree
- c. I am indecisive
- d. I do not agree
- e. Totally disagree

B. Volunteer Survey

1. How much of an impact do you feel your volunteer work had?

- a. A great deal of impact
- b. A lot of impact
- c. A moderate amount of impact
- d. A little impact
- e. No impact at all

2. How convenient were the volunteer tutoring sessions at our organization?

- a. Extremely convenient
- b. Very convenient
- c. Somewhat convenient
- d. Not so convenient

- e. Not at all convenient
3. How useful were the volunteer tutoring sessions at our organization?
- a. Extremely useful
 - b. Very useful
 - c. Somewhat useful
 - d. Not so useful
 - e. Not at all useful
4. How easy was it to get along with the other volunteers at this organization?
- a. Extremely easy
 - b. Very easy
 - c. Somewhat easy
 - d. Not so easy
 - e. Not at all easy
5. How friendly are the staff at our organization?
- a. Extremely friendly
 - b. Very friendly
 - c. Somewhat friendly
 - d. Not so friendly
 - e. Not at all friendly
6. How appreciated did your volunteer supervisor make you feel?
- a. Extremely appreciated
 - b. Very appreciated
 - c. Somewhat appreciated
 - d. Not so appreciated
 - e. Not at all appreciated
7. Overall, were you satisfied or dissatisfied with your volunteer experience with our organization?
- a. Very satisfied
 - b. Satisfied

- c. Neither satisfied nor dissatisfied
 - d. Dissatisfied
 - e. Very dissatisfied
8. How likely are you to continue volunteering at our organization in the future?
- a. Extremely likely
 - b. Very likely
 - c. Somewhat likely
 - d. Not so likely
 - e. Not at all likely
9. In a typical month, about how many hours do you volunteer?
10. How likely is it that you would recommend this organization to a friend or colleague?

1	2	3	4	5	6	7	8	9	10
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C. LONG-TERM EFFECT ANALYSIS

1. What has tutoring added to you in the long run?
2. Which skills do you feel improved further?

2.5: Tools for Evaluation – SLOVENIA

Overall evaluation comes after training and tutoring in the volunteer management process. With the questionnaires directed to the volunteer, the skills they gained through the training are evaluated. This is also an important tool for assessing whether the goal of the project was achieved. Following the questionnaires about the training, the attitude of the institution and the previous experiences of the volunteer, the data are compiled, and a general evaluation is created.

i Volunteer Questionnaire form 1

Our organization is committed to continually improving the quality of the service offered to volunteers. As someone who has volunteered with us, we are interested in getting your views on your experience. This information will be used to improve our future work. Please be as honest as you can in answering the following questions.

What was the main motive to attend the project?

-

Did you have any expectations before entering this project? If yes, what were they?

-

To what extent these expectations have been achieved?

-

What impact has the project had on your own professional development?

-

What impact has the project had on your own personal development?

-

Do you think that the project had a large impact on the local community?

-

Have you encountered any problems in implementing the project objectives?

-

To what extent have you been able to contribute to the project?

-

If you needed additional support, did you receive it?

-

In your opinion, were the goals of the project achieved?

-

Was the working environment satisfactory? Did you have any issues with the organisation or other volunteers? What about the users of the activities? How were these issues resolved?

-

In your opinion, were there any extremely negative/positive aspects of the project? What would you change if the project is executed again?

-

Is there anything that happened during the project that was beyond your expectations?

-

Are you planning to volunteer in other projects?

<ul style="list-style-type: none"> ●
<p>How did your life change because of the project, you volunteered in?</p> <ul style="list-style-type: none"> ●
<p>Please add any additional comments.</p> <ul style="list-style-type: none"> ●

ii Volunteer Questionnaire form 2

Volunteer Questionnaire

Our organization is committed to continually improving the quality of the service offered to volunteers. As someone who has volunteered with us, we are interested in getting your views on your experience. This information will be used to improve our future work. Please be as honest as you can in answering the following questions.

- 6 = Strongly agree
- 5 = Agree
- 4 = Somewhat agree
- 3 = Somewhat disagree
- 2 = Disagree
- 1 = Strongly disagree

Question	1	2	3	4	5	6
The users were satisfied with my work						
The staff was satisfied with my work.						
I feel welcomed and appreciated by staff.						
I feel welcomed and appreciated by users.						
I am involved in the decisions that affect my work as a volunteer.						
I understand the importance of the work I perform for the organization.						
I understand the importance of the work I perform for the users.						
I understand the importance of the work I perform for the						

community in general						
The staff of the NGO makes me feel that my role is important and valuable.						
I am satisfied with the variety of volunteering activities offered.						
Because of my volunteering, I have grown on a professional and personal level.						
The staff kept me informed about my activities and the project itself.						
I developed new skills and competences.						
Volunteering gives me a sense of accomplishment.						
I have all the support and guidance needed to successfully accomplish my activities.						
As a result of my volunteering, I have become more open towards helping others and have more developed sense of the community.						
I would like to volunteer in other projects in the local community.						
I have received recognition for my work.						

iii Volunteer Questionnaire form 3

1. Prior to the start of volunteering in the organization, were the expectations and responsibilities explained to you?

Fully explained Somewhat explained Not explained
2. Do you feel you have been able to fulfil your responsibilities as a volunteer?

Fully fulfilled Somewhat fulfilled Not at all fulfilled
3. Do you feel that the volunteering program was well organized?

Very organized Somewhat organized Not at all organized
4. Do you feel you received adequate support and guidance from the staff?

Very supported Somewhat supported Not at all supported
5. Do you feel you received adequate resources to finish your tasks?

Yes Somewhat Not at all
6. Would you recommend this volunteering project to your family and friends?

Yes Maybe Not at all
7. Would you recommend this organization to your family and friends?

Yes Maybe Not at all

8. Do you plan to continue with volunteering activities in this organization?
 Yes Maybe Not at all
9. Do you plan to continue with volunteering activities in general?
 Yes Maybe Not at all
10. Overall, were you satisfied with volunteering experience?
 Very satisfied Somewhat satisfied Not at all satisfied
11. List three things, please, which we can improve to make volunteering experience more enjoyable?

12. What did you most enjoy about volunteering in this organization?

13. Any additional comments.

iv Volunteer Questionnaire form 4

Our organization is committed to continually improving the quality of the service offered to volunteers. As someone who has volunteered with us, we are interested in getting your views on your experience. This information will be used to improve our future work. Please be as honest as you can in answering the following questions.

1. How long have you been volunteering with the organization?	
<input type="checkbox"/>	6 months or less
<input type="checkbox"/>	Over 6 months- 2 years
<input type="checkbox"/>	Over 2 years – 5 years

	Over 5 years

2. What volunteer role(s) were you doing in the organization?	
--	--

3. For which of these reasons are you leaving the organization as a volunteer? (mark all that apply)	
	My ill health.
	Caring responsibilities i.e., family, friends.
	I lost interest.
	I am going to volunteer with another organization.
	Changing home/work circumstances.
	I did not have enough free time.
	I was being asked to do too much.
	I did not get asked to do the things I'd have liked to do.
	I felt my efforts were not always appreciated.
	The project, I was volunteering in, has finished.
Other (please specify)	

4. How much do you agree or disagree with the following statements regarding your experience volunteering with the organization?

	Agree	Tend to Agree	Tend to Disagree	Disagree
I met people and made friends through it				
I got satisfaction from seeing the results				
It gave me a sense of personal achievement				

It broadened my experience of life				
It gave me a chance to do things I am good at				
I really enjoyed it				
It helped me to build confidence in myself				
It gave me the chance to learn new skills				

5. Would you recommend the organization to other people who are interested in volunteering? (circle the appropriate box)

Yes, definitely	Yes, I think so	No, I do not think so	No, definitely not
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6. Overall, how satisfied were you with the voluntary work that you were doing in the organization? (circle the appropriate box)

Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied
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7. What were the best things about volunteering in the organization?

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8. Do you have any suggestions on how volunteering in the organization could be improved i.e., support, training, management, communication, the role?

--

How much of an impact do you feel your volunteer work had?

- A great deal of impact.
- A lot of impact.
- A moderate amount of impact.
- A little impact.
- No impact at all.

Please, explain in which areas do you think your work had the most impact? Proposals to the staff, inclusion of users, general satisfaction ...

When volunteering, was the staff approachable towards your needs?

- Extremely approachable
- Very approachable
- Somewhat approachable
- Not so approachable
- Not at all approachable

How easy was it to get along with the other volunteers at the organization?

- Extremely easy.
- Easy.
- Somewhat easy.
- Not so easy.
- Not at all easy.

How easy was it to get along with the users of the volunteering program?

- Extremely easy.
- Easy.
- Somewhat easy.
- Not so easy.
- Not at all easy.

How easy was it to get along with the staff of the volunteering program?

- Extremely easy.
- Easy.
- Somewhat easy.
- Not so easy.
- Not at all easy.

Did your supervisor (trainer, mentor) make you feel appreciated?

- Yes.
- Somewhat.
- No.

Overall, were you satisfied with volunteering experience in the organization?

- Very satisfied.
- Satisfied.

- Neither satisfied nor dissatisfied.
- Dissatisfied.
- Very dissatisfied.

How likely are you to continue volunteering at the organization in the future?

- Extremely likely.
- Likely.
- Somewhat likely.
- Not so likely.
- Not at all likely.

In a typical month, about how many hours did you volunteer in the program?

How likely is it that you would recommend the organization to a friend, colleague or family member? (One is least likely, 10 is most likely)

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

Any additional suggestions, comments, ideas that would help the organization to improve their volunteering programs and work with the volunteers.

2.6: Tools for Certification – AUSTRIA

In the volunteering process, certification of volunteering is also a very important issue. Many volunteers need such certificates to prove the skills they have gained in this process to third parties. However, not every certificate is valid everywhere. In order for the certificates to be valid, it is important that they are given as approved by reliable institutions. On the certificates, information such as the volunteer's personal information, the subject of the volunteering, its duration, and the skills acquired should be written.

i. Volunteer questionnaire to be handled at the beginning of the project regarding his/her motivation and how she/he would like to be recognized at the end of the project.

1. How would you describe yourself in 3 words?
2. Which is your main motivation for participating in this project/activity?
3. What do you expect to gain during this volunteering project?

4. Name 3 things that are the most important for you when volunteering.

5. Tell me about a previous volunteering experience, which was the most meaningful moment for you?

6. What inspired you to start volunteering?

7. Which is your favourite activity in your free time?

8. What motivates you when you are working on a task for a longer time?

-Working together with other people

-Compliments from the team

-Formal recognition (diploma, certificate etc)

-Seeing the results of your work

-Other:

9. Imagine yourself in the position of a coordinator, what would you do to motivate your team during a challenging time?

10. If you would have to choose between one of the following things to receive at the end of your volunteering, what would you choose?

a. Diploma

b. Recommendation letter

c. Small personalized token

d. Big networking event with all the volunteers and team

e. Other:

ii Feedback form to be filled in by the volunteer's coordinator and handled at the end of the program together with a diploma/certificate.

1. On a scale from 1 to 5 how involved was the volunteer in the organized activities?

(very uninterested) 1 2 3 4 5 (very involved)

2. Compared with the beginning of the project, which are the skills that you think the volunteer improved during the project?

a. Communication

b. Teamwork

- c. Practical skills regarding the project (insert here a skill specific to your project)
- d. Digital literacy skills
- e. Organizational skills
- f. Other: (insert here other skills specific to your project)

3. On a scale from 1 to 5 how easy was to communicate with the volunteer regarding the assigned tasks?

(very difficult) 1 2 3 4 5 (very easy)

4. How likely is it to involve the volunteer in a new project/activity?

(very unlikely) 1 2 3 4 5 (very likely)

5. Express your gratitude towards the volunteer in the space below:

6. What do you think the volunteer needs to improve regarding his work?

7. Name 3 qualities and 3 defects that the volunteer has and that were most present during his work with the NGO.

8. Tell me about a moment that made you proud of the volunteer's work.

9. If you could give a personal recognition to the volunteer what would be?

10. Send a motivational message/quote to the volunteer that will help him/her in the future path.

iv. formal certificate definition

A formal certificate is a tool for recognition and documentation of a volunteer's learning outcomes. It is important to give your volunteer the opportunity to describe what he or she has done and which competences he/she has acquired. However, it is also important to note, that certification does not start with preparing a certificate, but is rather an ongoing activity starting with the volunteer's self-assessment of skills and competencies already at the beginning and not only at the end of the activity. You should also define the appropriate method for recognition for your volunteer (see

questionnaire on motivation and recognition methods). The tool “Self-assessment of competencies” should help the volunteer define the gained knowledge. The tool consists of a list of competencies and can be adapted if needed. It is important to guide the volunteer through the process and to mention the competencies and skills in the certificate.

v. Check list for formal certificate contents

The certificate should include the following information:

- Volunteer’s first and last name
- Date of birth
- Name of the organization where the activity took place
- Duration of the activity
- Short description of the tasks performed
- Gained competencies and skills
- Name, stamp and signature of the mentor

For an example you can check Youthpass at www.youthpass.eu.

Additionally, you can write a recommendation letter with more detailed description of activities and competencies/skills performed.

1 Conclusion

When we consider the whole process, it is necessary to pay attention to volunteer management in order to maximize social benefit and to strengthen civil society. Sloppy volunteer management grows like a snowball and produces results that will be against civil society. Individuals who call themselves disadvantaged for different reasons are strengthened through volunteering and their ability to participate in social life is improved. The 6-step volunteer management process mentioned above plays a vital role in the volunteer empowerment cycle. For this reason, it is important for non-governmental organizations to develop their volunteer management skills.