Course manual

Module 2: Organisational level
Course 2: Quality volunteering with inclusion dimension

Position of course in program

	M1 Individual Level	M2 Organisational Level	M3 Societal Level	M4 Professional Level
Course 1	Who is a volunteer, Volunteer resources, volunteer antecedents	Diversity of volunteer-involving organisations in theory and practice	The value of volunteering	The ethics of volunteer management
Course 2	Motivations to volunteer	**Quality volunteering with inclusion dimension**	Legitimacy of volunteering in society	The volunteer management profession(al)
Course 3	Volunteering throughout life	Recruiting, training, and retaining volunteers (advanced)	Volunteering infrastructure and ecosystem	The reflective volunteer manager

The course 'Quality volunteering with inclusion dimension' is the second course of module 2 'Organisational level' and builds on the individual level courses (M1 C1, C2, C3), especially when it comes to sustainability/motivation of a volunteer and the leadership/management characteristics of a volunteer coordinator (M4). It also builds on the diversity of volunteer organisations, as quality management systems differ in different organisations and contexts, which relates to the societal level M3 C1, C2, C3.

Course description

When it comes to volunteer involving organisations quality management and its related concepts of assurance/control/improvement/enhancement are implicit concepts that are rarely codified and structured in an effective and efficient way to help organisations fulfil their missions and strategies. Most often, these areas relate to personal or organisational ethics and values, which

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might find their place in the organisation's mission and strategic documents but are rarely incorporated into daily operations and interventions.

The course aims to introduce volunteer managers to the key concepts of quality management (e.g., quality assurance, quality control, improvement, enhancement) and their underlying theories. It will help managers understand what "quality volunteering" means and how it can be achieved in practice. This will include exploring the benefits of volunteering for both the individual and the organisation, developing strategies to measure the impact of volunteering and finding ways to improve the volunteer experience.

Students will also develop the ability to measure volunteer performance and evaluate the effectiveness of volunteer programmes. This includes developing metrics to track volunteer performance, conducting surveys and focus groups to gather feedback from volunteers, and analysing data to identify opportunities for improvement. The course aims to ensure that all volunteers and coordinators/managers understand their roles and responsibilities within the organisation, also according to the type of organisation. This includes clearly defining job descriptions, setting behavioural and performance expectations, and providing ongoing training and support. The course helps volunteer managers develop effective strategies to match volunteers with opportunities that fit their skills, values, and personal attributes as well as organisations they are operating in. This may include developing a volunteer matching system, conducting interviews to assess volunteer interests and skills, and providing ongoing training and support for volunteer success. It will also enable volunteer managers to monitor and track the achievement of strategic goals related to the needs of target groups and develop a more targeted approach to volunteering.

During the course the following questions will be addressed:

- What is quality volunteering, what is quality management and what is a quality culture?
- What are the most important concepts of quality management?
- What are the underlying theories behind quality management?
- What are the main mechanisms to promote and improve quality?
- How can we measure the performance of volunteers and volunteering organisations?
- What are the main roles and responsibilities of stakeholders in a functioning quality management system, especially when it comes to volunteer coordinators?
- How do we act on the information gathered through the quality management systems?
- How do we align the organisation's objectives with the volunteer opportunities?

Learning objectives

After this course, participants are expected to:

1. **Understand** the key concepts and mechanisms (including quality culture and volunteering) of quality (management/assurance/control/improvement) for involving volunteer organisations.
2. **Understand** the roles of volunteer managers and other actors in facilitating inclusion and the quality assurance/improvement process.
3. **Apply** the main mechanisms of quality assurance / improvement to volunteer organisations.
4. **Analyse** the level of performance of volunteers in volunteer involving organisations and of the organisations.
5. **Evaluate** actions within volunteer organisations and for volunteer managers to achieve the quality and inclusion objectives for individual volunteers, target groups and the organisation.
6. **Devise** a quality management strategy and process for an organisation.

Session titles/topics

Session 1: Introduction

Aim: Become acquainted with the course

Key themes:

1. Course content.
2. Assessments and deadlines.
3. Reading list.
4. Course schedule.

Session 2: The Foundations of Quality Management

Aim: The aim of this Session is to understand what the area of quality and its management is and what it entails.

Key themes:

1. Defining quality.
2. Main components of quality.
3. The quality management approach.
4. Dimensions of quality.
5. Quality management in the context of volunteer involving organisations.

Session 3: Quality Philosophies and Frameworks

Aim: The aim of this Session is to understand what the underlying concepts and theories of quality management and their relevance for volunteer involving organisations.

Key themes:

1. Quality management theories.
2. Quality management frameworks and their underlying beliefs.
3. Relevant quality philosophies and frameworks for volunteer involving organisations.

Session 4: Quality and Organisational Cultures and Leadership

Aim: Understand the role of individuals and leadership in shaping the organisational culture that leads to the quality culture, and the conditions for a functioning quality management system and leadership aligned with the vision (of quality) of the organisation.

Key themes:

1. People, inclusion, and the organisational structure.
2. Responsibilities and performance management.
3. The relationship between the quality management and organisation's management.
1. Culture change and teamwork for quality and inclusion improvement.
2. Leadership for quality.
3. Strategic planning, change management, sustaining quality organisations.
4. Normative visions of quality cultures in leadership in different types of volunteer involving organisations.

Session 5: Quality Management Systems and Approaches in volunteer involving organisations

Aim: The aim of this session is to what kind of quality management systems organisations can employ, what kind of systems are best fit for different kinds of volunteer involving organisations as well as what quality standards are relevant for volunteer involving organisations.

Key themes:

1. Self-assessment processes, internal quality management.
2. External quality assessment, Quality awards, Accreditations, Audits.
3. Quality standards fit for volunteer involving organisations.

Session 6: Quality Management Tools and Techniques in volunteer involving organisations

Aim: The aim is to understand what tools can be employed to best address the quality needs of different types of volunteer involving organisations by also taking into the account the costs of quality management systems.

Key themes:

1. Tools and techniques of quality management.
2. Tools and techniques fit for volunteer involving organisations.
3. Principles of successful deployment of tools and techniques of quality management.
4. Costs of quality and best balance for volunteer involving organisations.

Session 7: Closing

Assessments

To assess students, we use one formative and two summative tasks:

1. **Formative (individual):** Reading notes to prepare for the sessions. Before each session, students are asked to read materials to prepare. To ensure active reading and participation, reading notes must be uploaded before class. Reading notes include a brief and critical summary of the text and a short assessment of its application in practise. Short videos will be provided.
2. **Summative I (individual):** Students are asked to dive into a specific aspect of quality management of their choice, whether it is about impact, matching or inclusion for example, the choice is theirs. The objective is to compare two realities to each other. Namely the realities of two volunteer involving organisations in two different sectors. Students will highlight, analyse, and evaluate the differences between the realities of quality management for these examples.
3. **Summative II (individual/group):** Students are asked to apply the quality concepts to an organisation of their choice. They produce a design for a quality improvement system for the chosen organisation. They will perform this based on the provided literature, interviews with representatives of organisations' management and employees.

Assessment Matrix

Learning objectives per course (After following this course, the student is able to:)	**Assessment formats**			
	Formative	**Summative I**	**Summative II**	
Understand the key concepts of quality (management/assurance/control/improvement) and apply them to volunteer involving organisations.	X			
Understand the roles of volunteer managers and other actors in facilitating inclusion and the quality assurance/improvement process.	X			
Apply the main mechanisms of quality management and apply them in different types of volunteer involving organisations		X	X	
Analyse the level of performance of volunteers in volunteer involving organisations.		X	X	
Evaluate actions within volunteer organisations and for volunteer managers to achieve the quality and inclusion objectives for individual volunteers, target groups and the organisation.		X	X	
Devise a quality management strategy and process for an organisation.			X	
				Total
Weighting	Pass/fail	50%	50%	100 %
Form of examination (e.g. MC, Open ended questions, open-book, etc.)	Assignment	Assignment and presentation	Assignment and presentation	
Group / Individual	Individual	Individual	Group	

Study hours breakdown

• Contact hours (7 sessions of 2 hours each)	14
• Session preparation	6
• Self-study hours (including reading notes): (5 pages per hour)	50
• Individual assignments	40
• Group assignments	30
	140 (5 ECTS)

Teaching program

Session	Topic	Student preparation
Introduction	Introduction to the course assignments, deadlines, methods of work, selection of volunteer involving organisations etc.	Read course manual
2	The Foundations of Quality Management.	Reading notes on the basis of prescribed readings.
3	Quality Philosophies and Frameworks.	Reading notes on the basis of prescribed readings.
4	Quality and Organisational Cultures and Leadership.	Reading notes on the basis of prescribed readings.
5	Quality Management Systems and Approaches in volunteer involving organisations.	Reading notes on the basis of prescribed readings.
6	Quality Management Tools and Techniques in volunteer involving organisations.	Reading notes on the basis of prescribed readings.
Closing	Presentation of individual assignments, group discussion.	Individual assignment outlines.

Literature

Session	Literature
Introduction	
2	Brudney, Jeffrey & Nezhina, Tamara. (2012). Evaluating the Volunteer Program: Contexts and Models. The Volunteer Management Handbook: Leadership Strategies for Success: Second Edition. 361-387. 10.1002/9781118386194.ch15.
2	Safrit, R. (2012). Evaluating Impact of Volunteer Programs. The Volunteer Management Handbook: Leadership Strategies for Success: Second Edition. 389-408. 10.1002/9781118386194.ch16.
2	Jeffrey L. Brudney & Lucas C.P.M. Meijs (2014): Models of Volunteer Management: Professional Volunteer Program Management in Social Work, Human Service Organizations Management, Leadership & Governance, DOI: 10.1080/23303131.2014.899281
3	Koskela, L., Tezel, A. & Patel, V. 2019. Theory of Quality Management: Its Origins and History, Proc. 27th Annual Conference of the International Group for Lean Construction (IGLC), 1381-1390. doi.org/10.24928/2019/0259
3	Mauch P. D. (2010). Quality management: theory and application. CRC Press.
4	Kennedy L. W. (2004). Quality management in the nonprofit world: combining compassion and performance to meet client needs and improve finances. Reliable Man Books.
5	Mauch P. D. (2010). Quality management: theory and application. CRC Press.
5	Kennedy L. W. (2004). Quality management in the nonprofit world: combining compassion and performance to meet client needs and improve finances. Reliable Man Books.
5	Jeffrey L. Brudney & Lucas C.P.M. Meijs (2014): Models of Volunteer Management: Professional Volunteer Program Management in Social Work, Human Service Organizations Management, Leadership & Governance, DOI: 10.1080/23303131.2014.899281
6	Einolf, C. (2018). Evidence-based volunteer management: a review of the literature, Voluntary Sector Review, 9(2), 153-176. from https://doi.org/10.1332/204080518X15299334470348
6	Culp, III, K. & Nall, M.A. (2001). Evaluating the impact of volunteer programs. The Journal of Volunteer Administration. 19 (4) 2-10.
	Sallis E. (2009). Total quality management in education (3rd ed. reprint). Routledge. (optional)
Closing	