SLIDE PACK M2C2: QUALITY VOLUNTEERING WITH INCLUSION DIMENSION

EVI-DEMS: Enhancing Volunteer Impact - Developing European Management Standards

Session 1: Introducing the course

M2C2: Quality volunteering with inclusion dimension

Introduction instructors & students

Introduction Instructors

Teacher

Title, school faculty etc.

Research interests

Teaching

Introduction students

- Go to **www.menti.com** and fill in the code
- Please answer the following two questions about your background.

- Raise hand if you have any experience with …
  - Civil society
  - Nonprofit organisations
  - Volunteering

- Anyone who'd like to share some of these experiences?

POSITION OF THE COURSE

	M1 Individual level	M2 Organisational level	M3 Societal level	M4 Professional level
Course 1	Who is a volunteer, Volunteer resources, 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 managers profession(al)
Course 3	Volunteering throughout life	Recruiting, training and retaining volunteers (advanced)	Volunteering infrastructure and ecosystem	The reflective volunteer manager

The course is the second course of Module 2 'Organisational level' and builds on the individual level courses (M1 C1, C2, C3). 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.

THE OBJECTIVES OF THE COURSE

The course aims to introduce volunteer coordinators to the key concepts of quality management (e.g., quality assurance, quality control, improvement, enhancement) and their underlying theories. It will help coordinators 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.

LEARNING OBJECTIVES

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 invoving 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.

PROGRAM

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

ASSESSMENTS

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

1. **Formative (individual):** Reading notes to prepare for the lectures. Before each lecture, 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 apply the quality concepts to an organisation of their choice. They produce a design for a quality improvement system for an organisation of their choice.

3. **Summative II (individual/group):** Students are asked to publicly present their proposed quality improvement system and defend it in the group discussion. Students are also expected to address the quality-related dilemmas in the proposed presentations of other collegues and defend their positions. Each student will prepare a short outline (1-pager) of the proposed design that will be circulated to the entire group before the presentation.

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 the quality management process.	X		
Apply the main mechanisms of quality management and apply them in different types of volunteer organisations		X	X
Analyse the level of performance of volunteers in volunteer organisations.		X	X
Evaluate actions within volunteer organisations and for volunteer managers to achieve the 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	

EVI DEMS
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READING LIST

Brudney, J.L. & Meijs, L.C.P.M. (2014). Models of Volunteer Management: Professional Volunteer Program Management in Social Work. Human Service Organizations Management, Leadership & Governance, 38(3), 297-309. DOI: 10.1080/23303131.2014.899281 http://www.tandfonline.com/doi/pdf/10.1080/23303131.2014.899281

Brudney, J.L., Meijs, L.C.P.M., & Van Overbeeke, P.S.M. (2019). More is Less? The volunteer stewardship framework and models. Nonprofit Management and Leadership, 30(1), 69-87. https://doi.org/10.1002/nml.21358

Einolf, C. (2018). Evidence-based volunteer management: a review of the literature, Voluntary Sector Review, 9(2), 153-176. Retrieved Jun 14, 2023, from https://doi.org/10.1332/204080518X15299334470348

Brudney, J. L., & Meijs, L. C. (2009). It ain't natural: Toward a new (natural) resource conceptualization for volunteer management. Nonprofit and voluntary sector quarterly, 38(4), 564-581.

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.

Culp, III, K. & Nall, M.A. (2001). Evaluating the impact of volunteer programs. The Journal of Volunteer Administration. 19 (4) 2-10.

Handy, F., Cnaan, R. A., Brudney, J. L., Ascoli, U., Meijs, L. C., & Ranade, S. (2000). Public perception of" who is a volunteer": An examination of the net-cost approach from a cross-cultural perspective. Voluntas: International Journal of Voluntary and Nonprofit Organizations, 11(1), 45-65.

Haski-Leventhal, D., Meijs, L. C. P. M., & Hustinx, L. (2010). The third party model: enhancing volunteering through governments, corporations and educational institutes. Journal of Social Policy, 39(1), 139–158. https://pdfs.semanticscholar.org/3c3c/cc6529e348d80cbb4b96bf202648ea91ecf3.pdf

READING LIST

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

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

Mauch P. D. (2010). Quality management : theory and application. CRC Press.

Safrit, R.. (2012). Evaluating Impact of Volunteer Programs. The Volunteer Management Handbook: Leadership Strategies for Success: Second Edition. 389-408. 10.1002/9781118386194.ch16.

Sallis E. (2009). Total quality management in education (3rd ed. reprint). Routledge.

Young, D. R. (2000). Alternative models of government-nonprofit sector relations: Theoretical and international perspectives. Nonprofit and voluntary sector quarterly, 29(1), 149-172.

Session 2: The Foundations of Quality Management

M2C2: Quality volunteering with inclusion dimension

The structure of the lecture

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

Key themes:
- Defining quality
- Main components of quality
- The quality management approach
- Dimensions of quality
- Quality management in the context of volunteer involving organisations

The Foundations of Quality Management

What is Quality?

Some definitions of quality:

– Exceptional

– Perfection or consistency

– Fitness for purpose

– Value for money

– Transformative

The Foundations of Quality Management

Why is quality important?

- The four quality imperatives

- The origins of the quality movement

- The growth of interest in quality

The Foundations of Quality Management

The idea of quality

- Quality as an absolute

- The relative notion of quality

- Two concepts of quality

- Quality control, quality assurance and quality management

- The evolution of quality management

- The key elements of quality management

Session 3: Quality Philosophies and Frameworks

M2C2: Quality volunteering with inclusion dimension

The structure of the lecture

Aim: The aim of this lecture is to understand what the underlying concepts and theories of quality management and their relevance for civil society organisations

Key themes:
- Quality management theories
- Quality management frameworks and their underlying beliefs
- Relevant quality philosophies and frameworks for volunteer involving organisations

Quality Philosophies and Frameworks

Key figures in the quality world

Crosby (1926–2001)

Deming (1900–1993)

Peters (1942)

Feigenbaum (1922–2014)

Juran (1904–2008)

Imai (1930)

Ishikawa (1915–1989)

Quality Philosophies and Frameworks

Philosophy, principles and concepts of quality management

- The foundation and the four sides of quality management

- Focus on the customer/client/participant and the staff

- Focus on facts

- Kaizen

- Changing cultures

- Continuous improvements

- Everybody's participation

Quality Philosophies and Frameworks

Philosophy, principles and concepts of quality management

- The upside-down organisation

- Keeping close to the customers

- Internal customers

- Internal marketing

- Professionalism

- The quality of learning

- Barriers to quality management

Session 4: Quality and Organisational Cultures and Leadership

M2C2: Quality volunteering with inclusion dimension

The structure of the lecture

Aim: The aim of this lecture is to understand the role of individuals and leadership in shaping the organisational culture that leads to the quality culture and what are the conditions for a functioning quality management system and leadership aligned with the vision (of quality) of the organisation

Key themes:
- People and the organisational structure
- Responsibilities and performance management
- The relationship between the quality management and organisation's management
- Culture change and teamwork for quality improvement
- Leadership for quality
- Strategic planning, change management, sustaining quality organisations
- Normative visions of quality cultures in leadership in different types of volunteer involving organisations

Quality and Organisational Cultures and Leadership

Organisations:

- Institutional life-cycle theory

- Quality management in organisations

- Lean form, simple structure

- Quality Management and Organisational Culture:

- Theory and Practice

- Quality management and organisation size

- Cultural boundaries

- Integrating Quality and Work/Family Strategies

Quality and Organisational Cultures and Leadership

Leadership:

- Leadership defined

- Leadership styles

- Leadership versus management

- The role of the leader in developing a quality culture

- The PDCA Leadership Model

- Leadership and quality motivation - Communicating a vision

- Servant leadership and stewardship

- Leaders as mentors

Quality and Organisational Cultures and Leadership

Teams and Teamwork:

- The Role of Teams in Continuous Improvement

- Types of Teams

- The importance of teamwork

- Teams—the building blocks of quality

- Team formation - How to develop effective teams

- The effective team

- Quality circles

- Evaluation of Teams

- Team Competition

Quality and Organisational Cultures and Leadership

Quality culture and learning:

- The concept of culture

- Organisational theory and culture

- Classifying a culture

- Organisational and quality culture

- Working with quality culture

- Quality culture, quality improvement and quality management

- Quality learning

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

M2C2: Quality volunteering with inclusion dimension

The structure of the lecture

Aim: The aim of this lecture 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:
- Self-assessment processes, internal quality management
- External quality assessment, Quality awards, Accreditations, Audits
- Quality standards fit for volunteer involving organisations

Quality Management Systems and Approaches in volunteer involving organisations

Strategy:

- Strategic quality management

- Vision, mission, values and goals

- Market/environmental research

- The strategic plan

- Business and operating plans

- The quality policy and the quality plan

- Monitoring and evaluation

Quality Management Systems and Approaches in volunteer involving organisations

Quality management systems and standardisation:

- The concept of system

- The development of quality management system

- Quality management systems

- Standardisation and creativity

- ISO 9000 and BS 5750; an overview, standards

- The EQUASS framework; principles

Quality Management Systems and Approaches in volunteer involving organisations

ISO 9000:

- ISO 9000: The International Standard for Quality Management Systems

- ISO 9000's Objective

- How ISO 9000 is Applied to Organisations

- ISO 9000 Quality Management System: A Definition

- Authority for Certification/Registration

- The Benefits of ISO 9000

- Comparative Scope of ISO 9000

Quality Management Systems and Approaches in volunteer involving organisations

EQUASS:

- Leadership

- Staff

- Rights

- Ethics

- Partnership

- Participation

- Person-Centred Approach

- Comprehensiveness

- Result-orientation

- Continuous Improvement

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

M2C2: Quality volunteering with inclusion dimension

The structure of the lecture

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:
- Tools and techniques of quality management
- Tools and techniques fit for organisations
- Principles of successful deployment of tools and techniques of quality management
- Costs of quality and best balance for volunteer involving organisations

Quality Management Tools and Techniques in volunteer involving organisations

Quality Management Tools:

- Selecting Tools and Techniques

- Difficulties and Issues Relating to the Use of Tools and Techniques

- Problem-Solving Methodology

- Relationship between the tools and the PDCA cycle

Quality Management Tools and Techniques in volunteer involving organisations

Quality Management Tools:

- Checklists

- Flowcharts

- Check sheets

- Tally Charts and Histograms

- Graphs

- Pareto Analysis

- Cause-and-Effect Diagrams

- Scatter Diagrams and Regression Analysis

Quality Management Tools and Techniques in volunteer involving organisations

Quality management techniques:

- Design of experiments

- Failure mode and effects analysis

- Statistical process control

- Benchmarking

- Business process re-engineering and value stream mapping

- Six sigma , Lean six sigma

- Prioritisation matrices and analytical hierarchies

Closing of the course

M2C2: Quality volunteering with inclusion dimension

Summative assignment: Students are asked to publicly present their proposed quality improvement system and defend it in the group discussion. Students are also expected to address the quality-related dilemmas in the proposed presentations of other colleges and defend their positions. Each student will prepare a short outline (1-pager) of the proposed design that will be circulated to the entire group before the presentation.

Key questions to tackle:
- 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?