



SLIDE PACK M4C2: THE VOLUNTEER MANAGEMENT PROFESSIONAL

EVI-DEMS: ENHANCING VOLUNTEER IMPACT - DEVELOPING
EUROPEAN MANAGEMENT STANDARDS



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SESSION 1:

INTRODUCTION TO

THE COURSE

Part of Module 4 – Course 2: The Volunteer Management Professional

Name instructor – e-mail instructor



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INTRODUCTION INSTRUCTORS & STUDENTS



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INTRODUCTION INSTRUCTORS

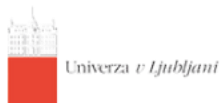


Teacher

Title, school faculty etc.

Research interests

Teaching



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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?

THE PROGRAMME

	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

LEARNING OBJECTIVES

After this course the student should be able to:

1. **Understand** the position of the volunteer manager and the usefulness of volunteer management expertise in contemporary society.
2. **Understand** the historical and current developments around volunteer management (adjacent) professions.
3. **Leverage** their personal story and competency level to act on career opportunities in the volunteer management field.
4. **Evaluate** their own competency level and the desired competency profile of volunteer managers and adjacent positions.
5. **Devise** a personal story/ brand that combines ambitions with interest for volunteer management positions.

PROGRAM



Session	Topic	Student preparation
1. Introduction	<ul style="list-style-type: none"> Introduction to the course, explanation of assignments, deadlines etc. 	<ul style="list-style-type: none"> Read course manual.
2.	<ul style="list-style-type: none"> Introduction to the volunteer manager position. 	<ul style="list-style-type: none"> Write first entry in personal development journal.
3.	<ul style="list-style-type: none"> Country specific- and EU historical and current developments around good volunteer management competency demand. 	<ul style="list-style-type: none"> Form groups for group assignment. Write second entry in personal development journal.
4.	<ul style="list-style-type: none"> Personal professional development workshop 	<ul style="list-style-type: none"> Write third entry in personal development journal.
5.	<ul style="list-style-type: none"> Career development workshop. 	<ul style="list-style-type: none"> Write fourth entry in personal development journal.
6.	<ul style="list-style-type: none"> Group assignment presentations. 	<ul style="list-style-type: none"> Write fifth entry in personal development journal.
7. Closing	<ul style="list-style-type: none"> Group assignment presentations. Course closing 	<ul style="list-style-type: none"> Prepare group project presentations.

ASSIGNMENTS



PERSONAL DEVELOPMENT JOURNAL (INDIVIDUAL)



Deliverable(s)

- 7-page document of about 3000 words. Each entry amounts to about 400 words.

Grading criteria

- Adaptation of course content.
- Quality and depth of self-reflection.
- Writing quality and consistency.



PERSONAL DEVELOPMENT PLAN

Deliverable

- A 5-page report.

Grading Criteria

- Clear description of the opportunity.
- Clear description of the necessary profile.
- A grounded vision of the next 5 years in their career as a volunteer management professional.
- Thoughtful and thorough plan for developing towards achieving this vision.

GROUP ASSIGNMENT: SECTORAL RESEARCH



Deliverable

- A 10-page report on the sector or position and a final presentation.

Grading Criteria

- Description of the sector or position.
- Description of the history, current and future developments of the sector or position.
- Evaluation of the opportunities in the sector or position.
- Writing quality and structure.
- Presentation clarity and structure.



STUDY HOURS BREAKDOWN

• Session preparation	6
• Contact hours (7 sessions, two hours each)	14
• Group assignment	50
• Individual assignments	70
	140 (5 ects)



SESSION 2:

THE VOLUNTEER MANAGER AS A PROFESSIONAL AND VOLUNTEER MANAGEMENT AS A FIELD

Part of Module 4 – Course 2: The volunteer management profession(al)

Name instructor – e-mail instructor



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KEY THEMES

1. Historical and contemporary developments of volunteer management as a field.
2. The differences between contemporary paid and unpaid volunteer management.
3. The differences between typical volunteer manager positions between sectors.
4. The breadth of positions that involve volunteer management expertise.

HISTORY AND CURRENT TRENDS



19th century – formalisation of volunteer programs – Red Cross, temperance movement

20th century – Rise of non-profit sector – Establishment of orgs like Oxfam, Amnesty, Greenpeace

Mid-20th century – Formation of volunteer management role – United nations volunteers, Red Cross

Late 20th century – Recognition of volunteer management as a profession – rise of networks, advocacy for recognition, best practice development

Late 20th to early 21st – growing demand for volunteer managers

21st century – Evolution of the role – recognition – development of standards

CURRENT TRENDS

- Growing importance of volunteer managers
- Expanding responsibilities – becoming more of a linchpin
- Higher quality and complexity of management
- Changes within volunteer organisation – flexible, online etc.
- Professionalisation
- Use of technology
- Incorporation of newcomers, more inclusive organisation
- More professional opportunities

DIFFERENCES PAID UNPAID

Paid Volunteer Management:

- Typically found in larger organisations with dedicated staff.
- Involves full-time positions with responsibilities such as recruitment, training, and supervision.
- Requires budgeting and resource allocation for volunteer programs.
- May involve professional development and certification.
- Access to more resources

Unpaid Volunteer Management:

- Often part of a broader role within smaller organisations or NGOs.
- Managed by existing staff with other primary duties.
- Relies heavily on volunteer coordinators who juggle multiple responsibilities.
- Limited resources and reliance on volunteer expertise.

POSITIONS THAT INVOLVE VOLUNTEER MANAGEMENT EXPERTISE

Volunteer managers

- | | |
|------------------------------|---------------------|
| Cultural sector | Healthcare |
| Heritage | Nature preservation |
| Education | Faith-based |
| Social Services | Sports |
| Activism / political parties | Unions |

Volunteer management expertise

- | | |
|-------------------------------|------------------------|
| Municipalities | Policymakers |
| Grant writers and fundraisers | Subsidy providers |
| Charity funds | Corporate CSR |
| Trainer of volunteer managers | National agencies |
| | Infrastructure players |

DIFFERENCES IN VOLUNTEER MANAGEMENT POSITIONS

	Mutual support	Service delivery	Campaigning
Dominated by professionals	<ul style="list-style-type: none"> • Patiënt organisations • Sectoral organisations 	<ul style="list-style-type: none"> • Hospitals • Care homes 	<ul style="list-style-type: none"> • Greenpeace • Amnesty International
Dominated by volunteers	<ul style="list-style-type: none"> • Amateur sport • Amateur music 	<ul style="list-style-type: none"> • sonnebloem (NL) • Foodbanks 	<ul style="list-style-type: none"> • Cycling union (NL) • Extension rebellion



SESSION 3: THE VOLUNTEER MANAGER'S POSITION IN THE ORGANISATION

Part of Module 4 – Course 2: The volunteer management profession(al)

Name instructor – e-mail instructor

KEY THEMES

1. The relation of the volunteer manager's position to other positions within organisations.
2. Effectively dealing with relevant internal and external stakeholders to benefit good governance and professional legitimacy.
3. How volunteer managers are confronted and deal with issues of hierarchy.

THE ORGANISATION

Position within the organisation





RELATIONSHIP WITHIN ORGANISATIONS

- Collaboration with each department
- Volunteer manager is a linchpin in the organisation
- HR and marketing & communications for recruitment
- HR for training
- Fundraising for volunteer involved fundraising events
- Strategic planning together with executives and board

STAKEHOLDERS



Internal

Paid Staff	Executive leadership
Volunteer leaders	Board members
Program managers	HR

External

Volunteers	Beneficiaries or clients
Community partners	Governmental parties
Program managers	Media and public

Engagement and Communication: Building strong relationships with stakeholders through effective communication and alignment with organisational goals.

Collaboration and Partnership: Working closely with diverse stakeholders to integrate volunteer efforts with organisational initiatives and leverage community resources.

Empowerment and Leadership: Empowering volunteers to take on leadership roles and providing support and recognition for their contributions.

Transparency and Accountability: Ensuring clear communication, roles, and responsibilities, and holding stakeholders accountable for their actions and commitments.

Adaptability and Conflict Resolution: Responding to changing stakeholder needs and resolving conflicts with professionalism and empathy to maintain positive relationships and organisational cohesion.

EXAMPLES OF ISSUES AND SOLUTIONS

Role alignment	Decision making authority	Recognition and appreciation	Communication channels	Training and development
Frustration and demotivation from misalignment	Exclusion from decision making	Disparities in acknowledgment between paid staff and volunteers	Frustration and demotivation from misalignment	Disagreement on training needs and resources
Present a case to board, pilot new matching system etc.	Examine the right amount of volunteer involvement, present case	Design and Implementing recognition systems	Propose strategy for Open and transparent communication	Review volunteer experience with relevant stakeholders

SESSION 4: YOU AS A VOLUNTEER MANAGEMENT PROFESSIONAL



Part of Module 4 – Course 2: The volunteer management profession(al)

Name instructor – e-mail instructor



KEY THEMES

1. Creating a personal brand and story.
2. The competences needed for good volunteer management.
3. Understanding one's own competency level.

WHAT KIND OF VOLUNTEER MANAGER DO YOU WANT TO BE?

Florence Nightengale



Wendy Kopp



Mother Theresa





WHAT KIND OF VOLUNTEER MANAGER DO YOU WANT TO BE?

DISCUSS IN GROUPS: WHICH SECTOR AND WHAT TYPE
OF POSITION SPEAKS TO YOU MOST AND WHY?

GROUP DISCUSSIONS 15 MINUTES
CLASS DISCUSSION AFTER 10 MINUTES

PERSONAL BRAND

Attune this to:

Type of position

The sector

Your own values and experiences

Some questions:

What do you find important?

Which relevant skills do you have?

Which valuable experiences have you had?

How has the master program shaped who you are?

How can you use your background and story?

COMPETENCY LEVEL



Some questions:

Throughout the masters: Which courses and assignments spoke to you most?

Throughout your (volunteer) work experience: What were you able to perform well, what less well?

Throughout the masters: Which courses and assignments were you best at?

What skills do you need to develop?

Methods:

360 feedback tools

Peer feedback

Peer feedback tools

Look back at the learning objectives



SESSION 5:

CAREER

DEVELOPMENT

Part of Module 4 – Course 2: The volunteer management profession(al)

Name instructor – e-mail instructor

KEY THEMES

1. Finding and assessing job postings.
2. Planning for a career in volunteer management.





WHAT IS YOUR DREAM POSITION?

DISCUSS IN GROUPS: WHAT CONCRETE VOLUNTEER MANAGEMENT POSITION – OR POSITION USING VOLUNTEER MANAGEMENT EXPERTISE WOULD YOU WANT IN THE FUTURE?

GROUP DISCUSSIONS 15 MINUTES
CLASS DISCUSSION AFTER 10 MINUTES



FIRST THINGS FIRST

Exercise:

30 minutes – Class discussion 10 – 15 minutes

Try to find entry level positions relevant to volunteer management

- Entry level positions:
 - Volunteer manager – small organisation
 - Program manager or coordinator
 - Community manager / outreach



FIRST THINGS FIRST

Exercise:

30 minutes – Class discussion 10 – 15 minutes

Try to find entry level positions relevant to volunteer management

- Entry level positions:
 - Volunteer manager – small organisation
 - Program manager or coordinator
 - Community manager / outreach



AFTER SOME YEARS

Exercise:

30 minutes – Class discussion 10 – 15 minutes

Try to find mid level positions relevant to volunteer management

- Mid- level position ideas:
 - Volunteer Manager/Coordinator
 - Community Engagement Manager
 - Program Manager/Coordinator
 - Training and Development Manager
 - Special Events Manager/Coordinator
 - Corporate Volunteer Program Manager
 - International Volunteer Coordinator
 - Youth Development Manager/Coordinator



SESSION 6: UNDERSTANDING SECTORS

Part of Module 4 – Course 2: The volunteer management profession(al)

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KEY THEMES

1. Group project presentations



SESSION 7:

CLOSING – GUEST

LECTURE

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KEY THEMES

1. Guest lecture from a professional telling about their career.

