SLIDE PACK M4C1: THE ETHICS OF VOLUNTEER MANAGEMENT

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

SESSION 1:
INTRODUCTION TO THE COURSE

Part of Module 4 – Course 1: The Ethics of Volunteer Management

Name instructor – e-mail instructor

INTRODUCTION INSTRUCTORS & STUDENTS

INTRODUCTION INSTRUCTORS

Teacher

Research interests

Teaching

Title, school faculty etc.

INTRODUCTION STUDENTS

- Go to www.menti.com and fill in the code

- Please answer the following two questions about your background.

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

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

LEARNING OBJECTIVES

After this course the student should be able to:

1. **Understand** the ethical dimensions of volunteer management.

2. **Apply** ethical decision principles to decision making in volunteer management.

3. **Apply** ethical principles and frameworks to volunteer management issues.

4. **Analyse** ethical trade-offs in volunteer management.

5. **Evaluate** the outcomes of real-life ethical dilemmas in volunteer management.

PROGRAM

Session	Topic	Student preparation
Introduction	• Introducing the course	• Read course manual
2	• Ethics in volunteer management	• Readings
3	• Volunteering is inherently good…right?	• Readings
4	• Ethics management in socially responsible volunteer management	• Readings
5	• Ethics and socially responsible volunteer management	• Readings
6	• Navigating ethical dilemma's	• Readings • Prepare practicum
Closing		

LINK TO OTHER COURSES

	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

ASSIGNMENTS

INDIVIDUAL ASSIGNMENT:
ETHICAL DILEMMA ANALYSIS AND RESOLUTION

- Analyse and resolve a real-world ethical dilemma that commonly arises in volunteer management

- Use academic literature

- Max 1500 words

- Presentation in class of 10-15 minutes

- Deadline: midway through the course.

INDIVIDUAL ASSIGNMENT: ETHICAL FRAMEWORK DEVELOPMENT

- Choose & describe an issue specific to volunteer management (e.g., recruitment practices, diversity & inclusion, handling of grievances).

- Look for existing ethical frameworks or principles from nonprofits and discuss how these are relevant to the issue.

- Discuss how these frameworks or principles can be improved upon to form a comprehensive approach to the issue.

- Use academic literature

- Max 2000 words

- Deadline: last week of lectures

GROUP ASSIGNMENT: ETHICAL VOLUNTEERING POLICY

- Group of 4

- Develop an ethical volunteering policy for an NGO of choice

- Analyse the organisation and its activities to find their generic and unique ethical challenges.

- Create a policy document for this organisation which addresses these challenges which outlines which measures the organisation should take.

- Using academic literature

- 3000 words

STUDY HOURS BREAKDOWN

- Contact hours (7 sessions of 2 hours)   14
- Session preparation   6
- Other self-study   50
- Group assignment   40
- Individual assignment   30

Total   **140** (5 ects)

READING LIST

Kaptein, M. & Wempe, J. (2002). Three General Theories of Ethics and the Integrative Role of Integrity Theory. SSRN Electronic Journal.

Chapman, C. M., Hornsey, M. J., Gillespie, N., & Lockey, S. (2023). Nonprofit Scandals: A Systematic Review and Conceptual Framework. Nonprofit and Voluntary Sector Quarterly, 52(1_suppl), 278S–312S. https://doi.org/10.1177/08997640221129541

De Bruin Cardoso, I., Russell, A. R., Kaptein, M., & Meijs, L. (2023). How Moral Goodness Drives Unethical Behavior: Empirical Evidence for the NGO Halo Effect. Nonprofit and Voluntary Sector Quarterly, 0(0). https://doi.org/10.1177/08997640231179751

Bromley, P., & Orchard, C.D. (2016). Managed morality: The rise of professional codes of conduct in the U.S. nonprofit sector. Nonprofit and Voluntary Sector Quarterly, 45(2), 351–374.

Kaptein, M. (2019) The Moral Entrepreneur: A New Component of Ethical Leadership. J Bus Ethics 156, 1135–1150 https://doi.org/10.1007/s10551-017-3641-0

la Cour, A., Hustinx, L. & Eliasoph, N. Paradoxes Within the Management of Volunteers.Voluntas 34, 442–451 (2023). https://doi.org/10.1007/s11266-023-00578-8

Kuenzi, M., Mayer, D., Greenbaum, R. (2019). Creating an ethical organizational environment: The relationship between ethical leadership, ethical organizational climate, and unethical behavior. Personnel Psychology 73(1). 10.1111/peps.12356

READING LIST PART 2

De Bruin Cardoso, I. (2024). The Dark Side of the NGO Halo: Exploring moral goodness as a drive for NGO unethical behavior. [Doctoral thesis, ERIM] (Chapter 2 only).

Kaptein, M. (2023) A Paradox of Ethics: Why People in Good Organizations do Bad Things. Journal of Business Ethics, 184, 297–316 https://doi.org/10.1007/s10551-022-05142-w

De Cremer, D., van Dick, R., Tenbrunsel, A., Pillutla, M., & Murnighan, J.K. (2011). Understanding ethical behavior and decision making in management: A behavioral business ethics approach. British Journal of Management, 22, S1-4.

Gottleib, J.Z. & Sanzgiri, J. (1996). Towards an ethical dimension of decision making in organizations. Journal of Business Ethics, 15(12), 1275-1285.

Greitemeyer, T., & Sagioglou, C. (2018). When positive ends tarnish the means: The morality of nonprofit more than of for-profit organizations is tainted by the use of compliance techniques. Journal of Experimental Social Psychology, 76(1), 67-75. https://doi.org/10.1016/j.jesp.2017.12.007

Kaptein, M. (2015). The Effectiveness of Ethics Programs: The Role of Scope, Composition, and Sequence. Journal of Business Ethics, 132(2), 415-431. https://doi.org/10.1007/s10551-014-2296-3

Mitchell, M., Reynolds, S., & Treviño, L. (2020). The study of behavioral ethics within organizations. Personnel Psychology, 70(2), 313-314. https://doi.org/10.1111/peps.12381

SESSION 2: ETHICS IN THE CONTEXT OF VOLUNTEER MANAGEMENT

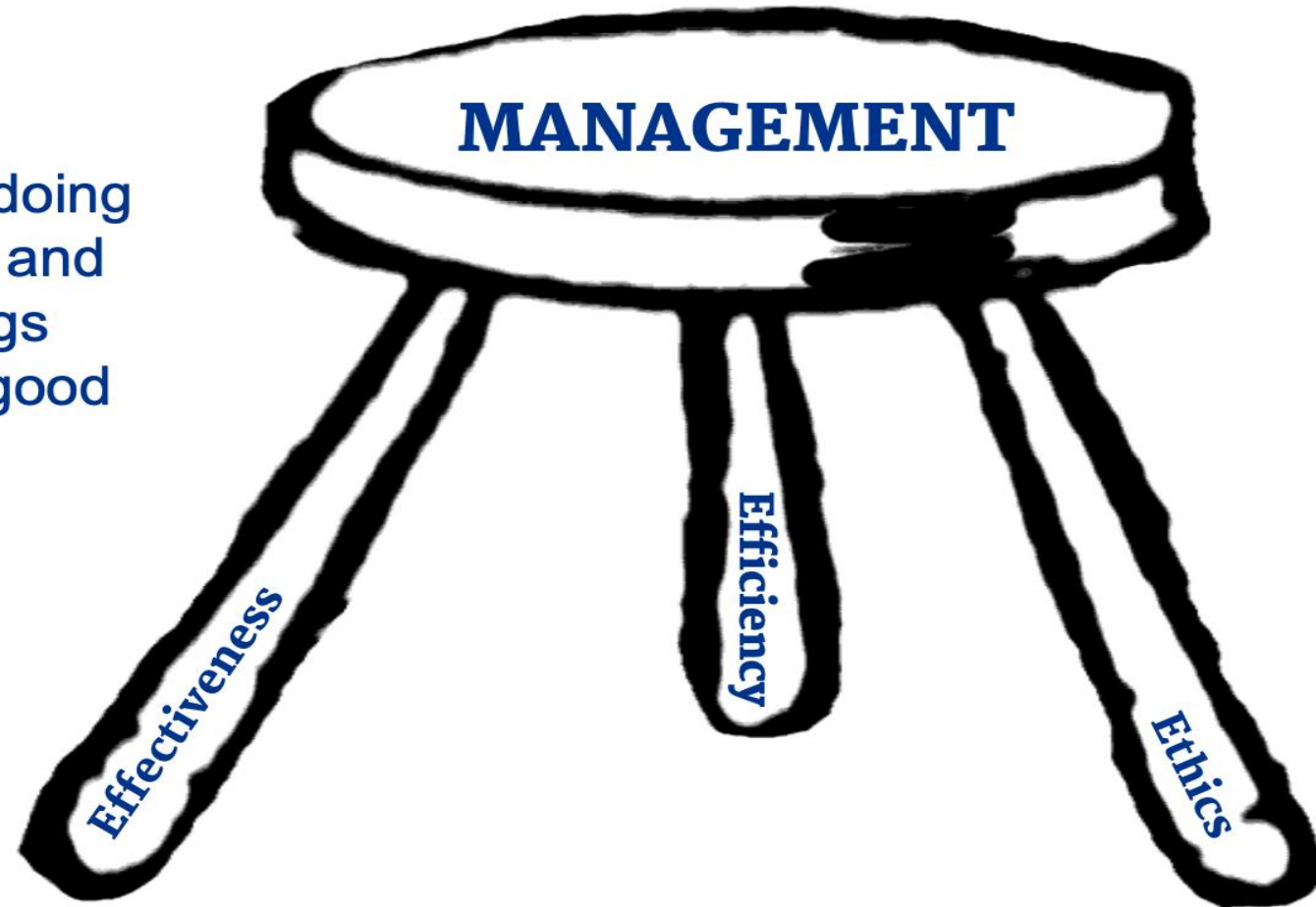Part of Module 4 – Course 1: The Ethics of Volunteer Management

Name instructor – e-mail instructor

KEY THEMES

1. Explain what ethics is.

2. Unpack key ethical theories.

3. Apply ethical theories to current volunteer management issues, e.g., confidentiality vs protection, discrimination vs. inclusion.

4. Define ethics and introduce the complexity of navigating ethics in NGOs, particularly as it relates to people/volunteer management.
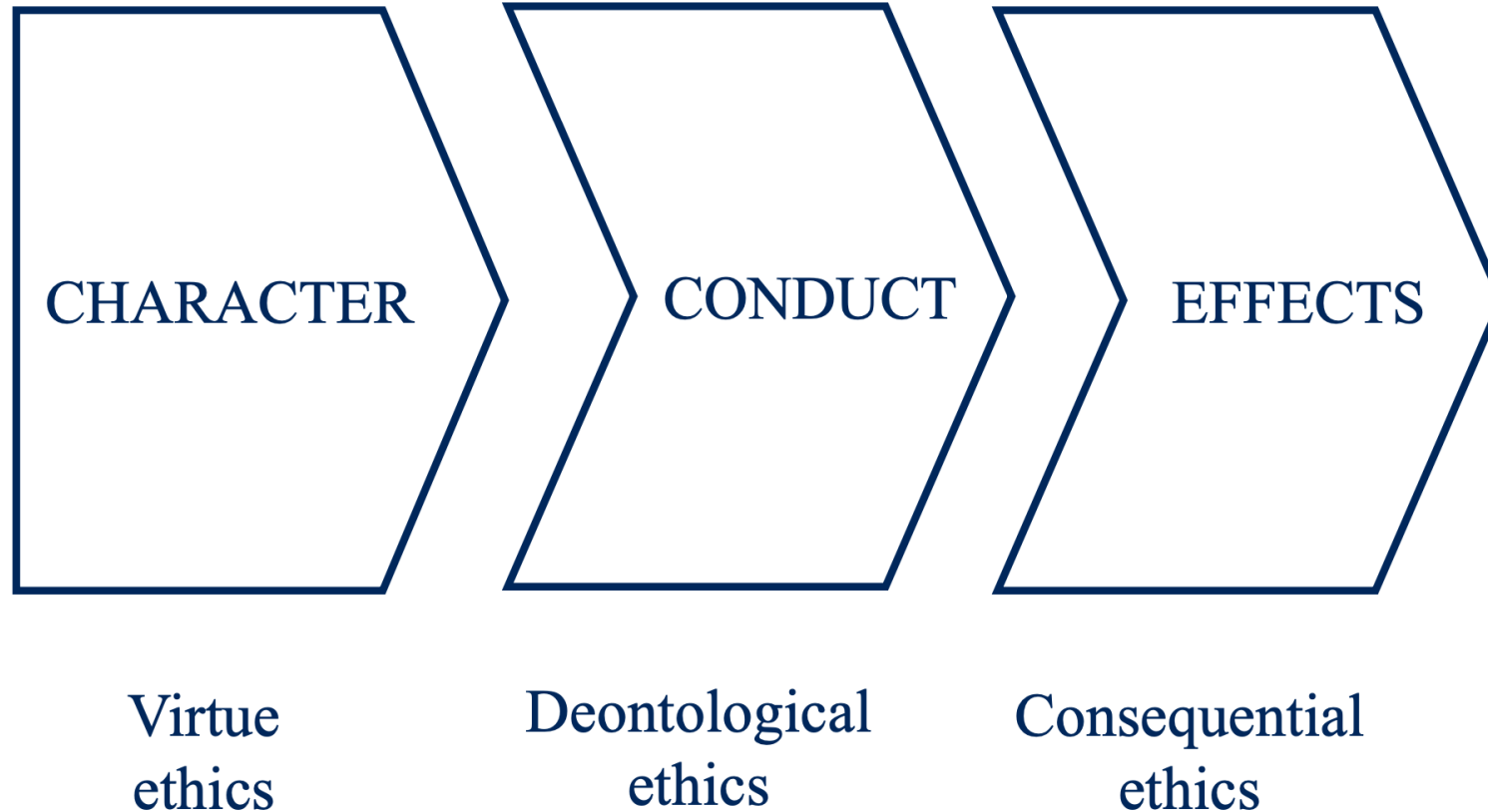
WHAT IS ETHICS?

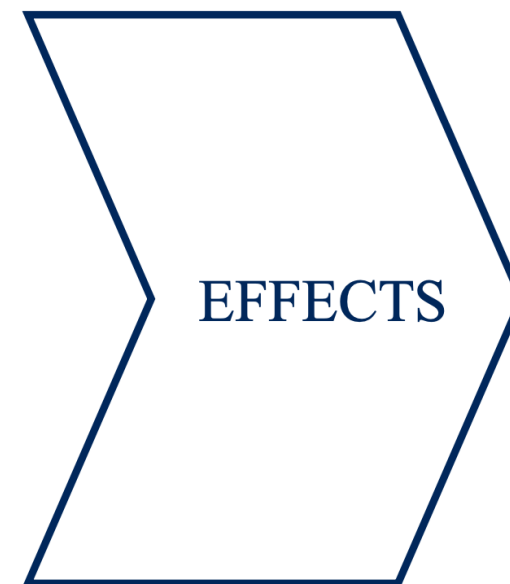Ethics = doing the good and right things with the good and right reasons

MANAGEMENT

Effectiveness

Efficiency

Ethics

ETHICS, LAW, AND COMPLIANCE

Ethics
- What moral dilemmas are faced?

Law
- What behaviour is legally required?

Compliance
- What norms are to be obeyed?

THREE MAJOR ETHICAL THEORIES

CHARACTER

CONDUCT

EFFECTS

Virtue
ethics

Deontological
ethics

Consequential
ethics

EFFECTS

Consequential
ethics

EFFECTS: CONSEQUENTIAL ETHICS I

The effect of the behavior determines the ethicality: the action is moral if the positive consequences outweigh the negative consequences.

- Identify relevant courses of action

- For each action, identify positive and negative consequences

- Calculate the net benefit of each action

- Choose the action with the highest net benefit

EFFECTS: CONSEQUENTIAL ETHICS II

Examples of decisions:

- "It is best for the community that we redirect our volunteer efforts from activities with low impact to those that offer significant benefits to the recipients."

- "We provide additional training and development opportunities because our volunteers find personal growth and satisfaction through these enhancements."

- "To strengthen trust among our stakeholders, we will enhance our volunteer management practices to ensure transparency and accountability."

- "To contribute to environmental sustainability, we organise green initiatives and encourage eco-friendly practices in all our volunteering events."
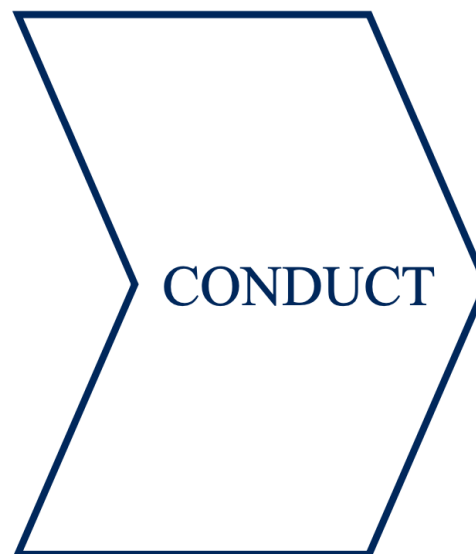
CONDUCT

Deontological
ethics

CONDUCT: DEONTOLOGICAL ETHICS I

The morality of an act is determined by the nature of the act; the obligation to behave in accordance with certain principles, duties, and rights.

CONDUCT: DEONTOLOGICAL ETHICS II

Examples of decisions:

- "We are committed to treating all volunteers with respect and dignity; therefore, we recognise their efforts consistently and fairly, regardless of the immediate benefits this may or may not bring to our organisation."

- "We have an obligation to maintain integrity and ethical standards in our operations; hence, we will implement a robust governance structure for our volunteers that upholds our principles, regardless of its direct effect on our reputation."

- "We have a moral responsibility to minimise harm to the environment; therefore, our volunteer activities will adhere to eco-friendly practices as a matter of principle, not just when it's seen as beneficial to society."

CHARACTER

Virtue
ethics

CHARACTER: VIRTUE ETHICS I

- Virtue ethics judges decisions as right that are taken based on a virtuous mind-set and congruent with a good, "virtuous" life.

EXAMPLES OF VIRTUES

Acceptance
Accountability
Ambition
Assertiveness
Beauty
Benevolence
Bravery
Caring
Charity
Chastity
Caution
Cleanliness
Commitment
Compassion
Confidence
Consideration
Contentment
Cooperation
Courage

Courtesy
Creativity
Curiosity
Defiance
Dependability
Detachment
Determination
Devotion
Diligence
Discernment
Discretion
Discipline
Eloquence
Empathy
Enthusiasm
Excellence
Faith
Faithfulness
Flexibility
Focus

Forbearance
Forgiveness
Fortitude
Friendliness
Frugality
Generosity
Gentleness
Grace
Gratitude
Helpfulness
Honesty
Honor
Hope
Humbleness
Humility
Humor
Idealism
Integrity
Impartiality
Industry

Innocence
Joyfulness
Justice
Kindness
Knowledge
Liberality
Love
Loyalty
Magnanimity
Majesty
Meekness
Mercy
Moderation
Modesty
Obedience
Openness
Orderliness
Patience
Peace
Perseverance

Persistence
Piety
Prudence
Punctuality
Purity
Purposefulness
Reliability
Resoluteness
Resourcefulness
Respect
Responsibility
Restraint
Reverence
Righteousness
Selflessness
Self-sacrifice
Service
Sensitivity
Silence
Simplicity

Sincerity
Sobriety
Spontaneity
Steadfastness
Strength
Tact
Temperance
Thankfulness
Thrift
Tolerance
Toughness
Tranquility
Trust
Trustworthiness
Truthfulness
Understanding
Unity
Vitality
Wisdom
Wonder
Zeal

CHARACTER: VIRTUE ETHICS III

Examples of decisions:

- "Because we are an honest organisation, we..."

- "Because we are a beneficiary–centric organisation, we..."

- "Because we aim to be..."

- "Nothing is more important than being ethical. Therefore..."

SESSION 3:

VOLUNTEERING IS INHERENTLY GOOD…RIGHT?

Part of Module 4 – Course 1: The Ethics of Volunteer Management

Name instructor – e-mail instructor

KEY THEMES

1. Introduce the paradox between the 'good' and 'bad' side of NGOs.

2. Introduce the NGO halo effect and its relationship with unethical behaviour in NGOs.

3. Introduce the complexity of navigating ethics in NGOs, particularly as it relates to people/volunteer management

NGOS ARE PERCEIVED AS GOOD ORGANISATIONS…

- Categorised as **good** when identified as an NGO (e.g., Burt, 2014).

- Distinguishing feature of NGOs: Predisposition to do **good** (e.g., Frumkin, 2002).

- Referred to as **caring and warm** (Aaker, Vohs, & Mogliner, 2010), **altruistic** (Rose–Ackermann, 2016), and **selfless** (Dolšak & Prakash 2021).

…YET THEY BEHAVE UNETHICALLY

Oxfam: UK halts funding over new sexual exploitation claims

BBC

United Way leader's fraud scandal marred charitable legacy

The Washington Post

Italy detains two NGO vessels for defying new migrant rescue law

ALJAZEERA

Mercy Corps Faces Sexual Abuse Scandal

npr

Ex-homelessness charity bosses get 15-year ban for misuse of funds

The Guardian

Goede doelen denken dat hun donateurs alles geloven

Trouw

FACTORS EXPLAINING NGO UNETHICAL BEHAVIOR DO NOT TAKE INTO CONSIDERATION NGO GOODNESS

Individual level

- People in positions of power (Gibelman & Gelman, 2004)
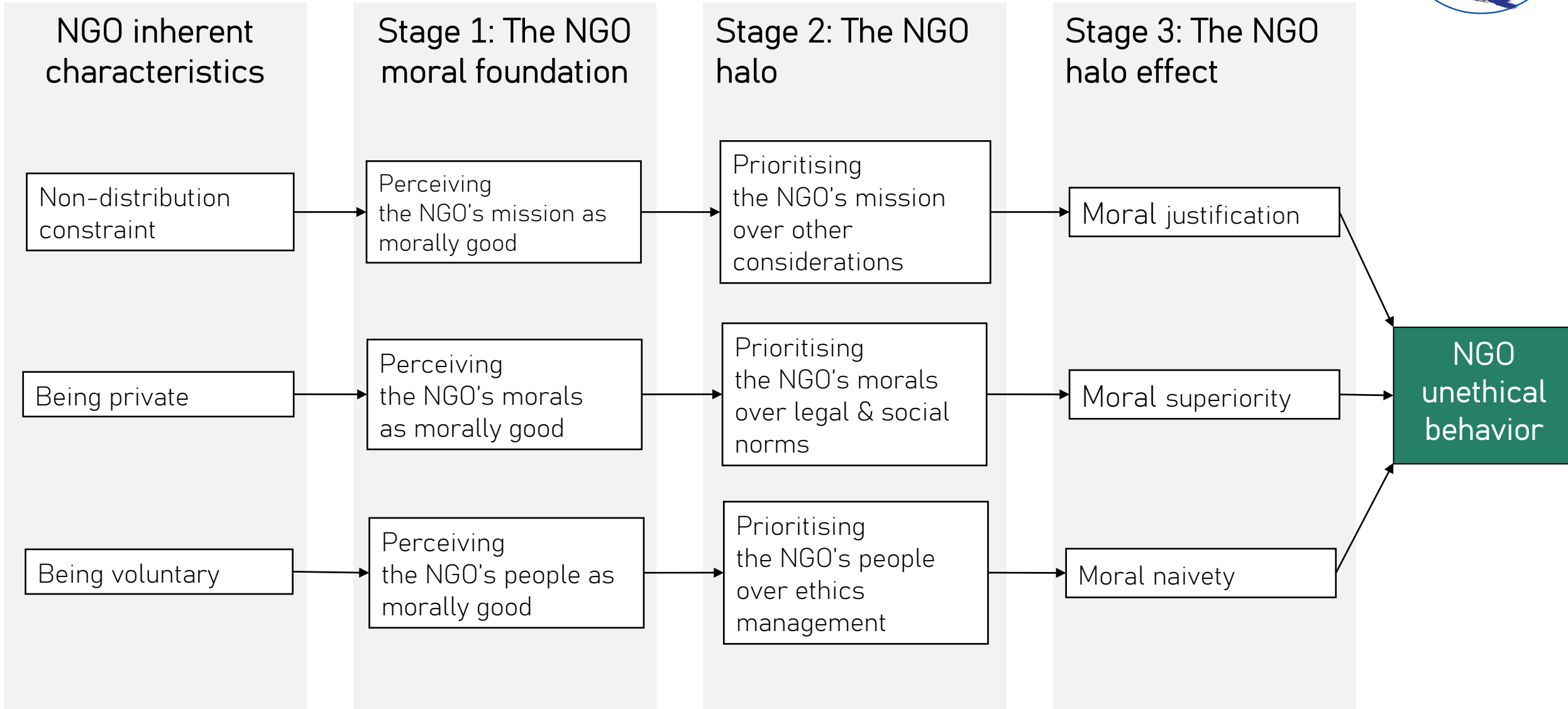
- Level of salary (Greenlee et al., 2007)

Organisational level

- Type, size & age of NGO (e.g.,Archambeault et al., 2015)

- Governance & management systems (e.g., Gibelman & Gelman, 2001)

- Organizational culture and climate (Ma et al., 2022)

Sectoral level

- Lack of regulatory oversight (Chapman et al, 2023)

The NGO halo effect explains unethical behavior because of NGO moral goodness

EVIDENCE OF THE HALO IN NGOS

Glorification of mission

Relates to elevating the importance of the mission.

*"We won't leave **until our mission is achieved**. Or we will die fighting one way or the other."*
(Interview 30)

Glorification of morals

Encompasses an assessment of the NGO's morals relative to others.

*"We know **what we do is right**, we have zero percent doubt that **what we do is good**; it's about convincing others that taking a step forward to think like us is necessary."* (Interview 21)
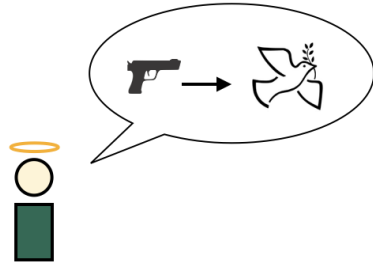
Glorification of people

Captures perceptions of people in the NGO as exalted by virtue of working with the NGO.

- *"Heroes"* (interview 31)
- *"Righteous…doing God's work"* (Interview 14)
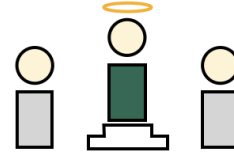- *Having 20/20 vision* (Interview 30).

THE NGO HALO EXPLAINS UNETHICAL BEHAVIOR

Moral justification

An ends–justifies the means mentality

"All systems and checks come afterwards. We will go clandestine . . . we need to intervene, and go very fast" (Interview 11)

Moral superiority

Prioritising the NGO's morals over others

"It's necessary to break the rules as change within the current system is not possible if we obey the rules" (Interview 25).
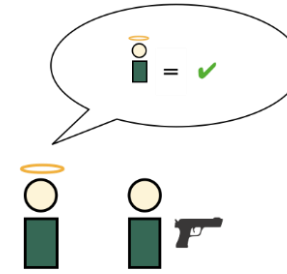
Moral naivety

Prioritising the NGO's people over ethics management

"We don't have time to do background checks, especially for volunteers. As long as values are aligned, that's considered enough" (Interview 25)

SESSION 4: ETHICS MANAGEMENT IN SOCIALLY RESPONSIBLE VOLUNTEER MANAGEMENT

Part of Module 4 – Course 1: The Ethics of Volunteer Management

Name instructor – e-mail instructor

KEY THEMES

Exploring different components of ethics management to understand how ethics instruments can be applied to volunteer management, to:

1. Understand and forecast unethical behavior.

2. Improve and safeguard the ethics of volunteer management.

BUSINESS ETHICS: FUNCTIONS, DOMAINS, & DISCIPLINES

Discipline

Domain

Function

Moral philosophy	Behavioural psychology	Management studies
Normative ethics	Descriptive ethics	Ethics management
• **Evaluate** what should be considered right and wrong *decisions*.	• **Explain** People's right and wrong *actions*.	• **Apply management** tools to facilitate morally excellent behavior.
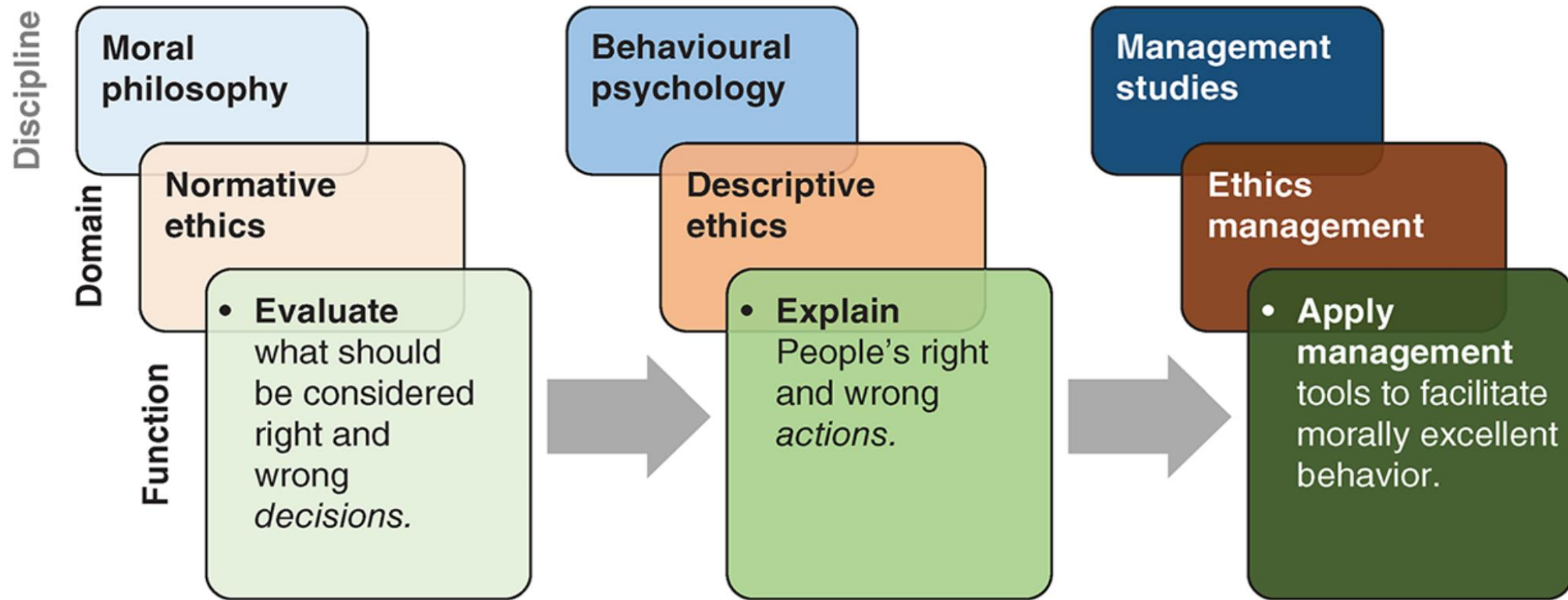
SUPPOSE...

During your first few months in your new job:

- ...your personal ethics is screened.

- ...you are requested to sign the code of ethics.

- ...you have to follow an ethics training.

- ...the ethics officer introduces themselves to you and explains the ethics program, ethics committee, and ethics hotline.

- ...you have to fill in a survey about the ethical culture in your job.

WHY DO WE NEED ETHICS MANAGEMENT TOOLS?

Because causes of unethical actions are not simply the result of rotten apples in the corporate barrel (Hoffman, 1990).

THE ETHICS MANAGEMENT PROCESS
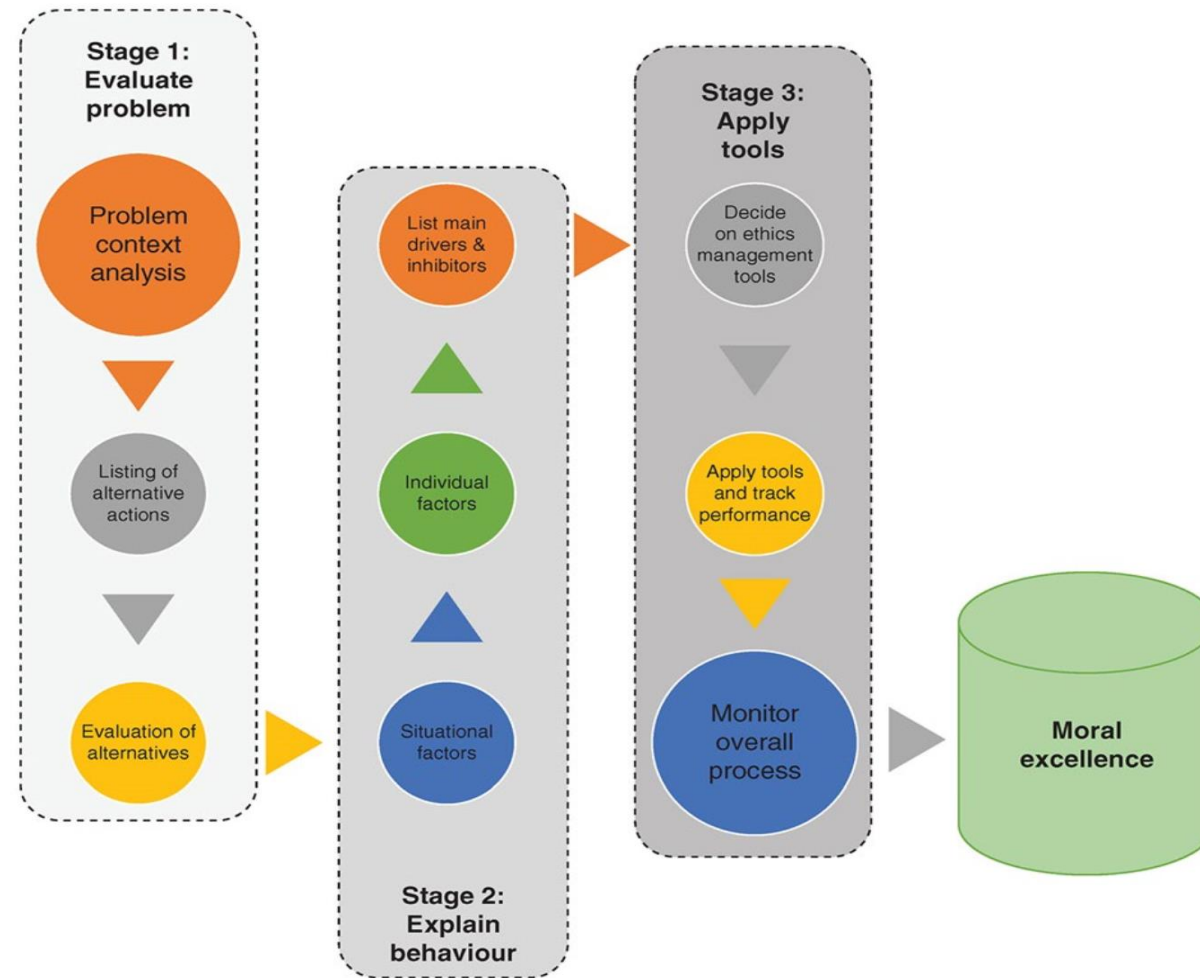
BUSINESS CODES AS AS AN ETHICS MANAGEMENT TOOL

ETHICAL RISKS

Procedures		Systems		Measures	
Risk analyses	Due diligence		Testing		
Committees		Authorities		Structure	
Policies	Governance charter		Monitoring		

Ethical staff

Business code of ethics
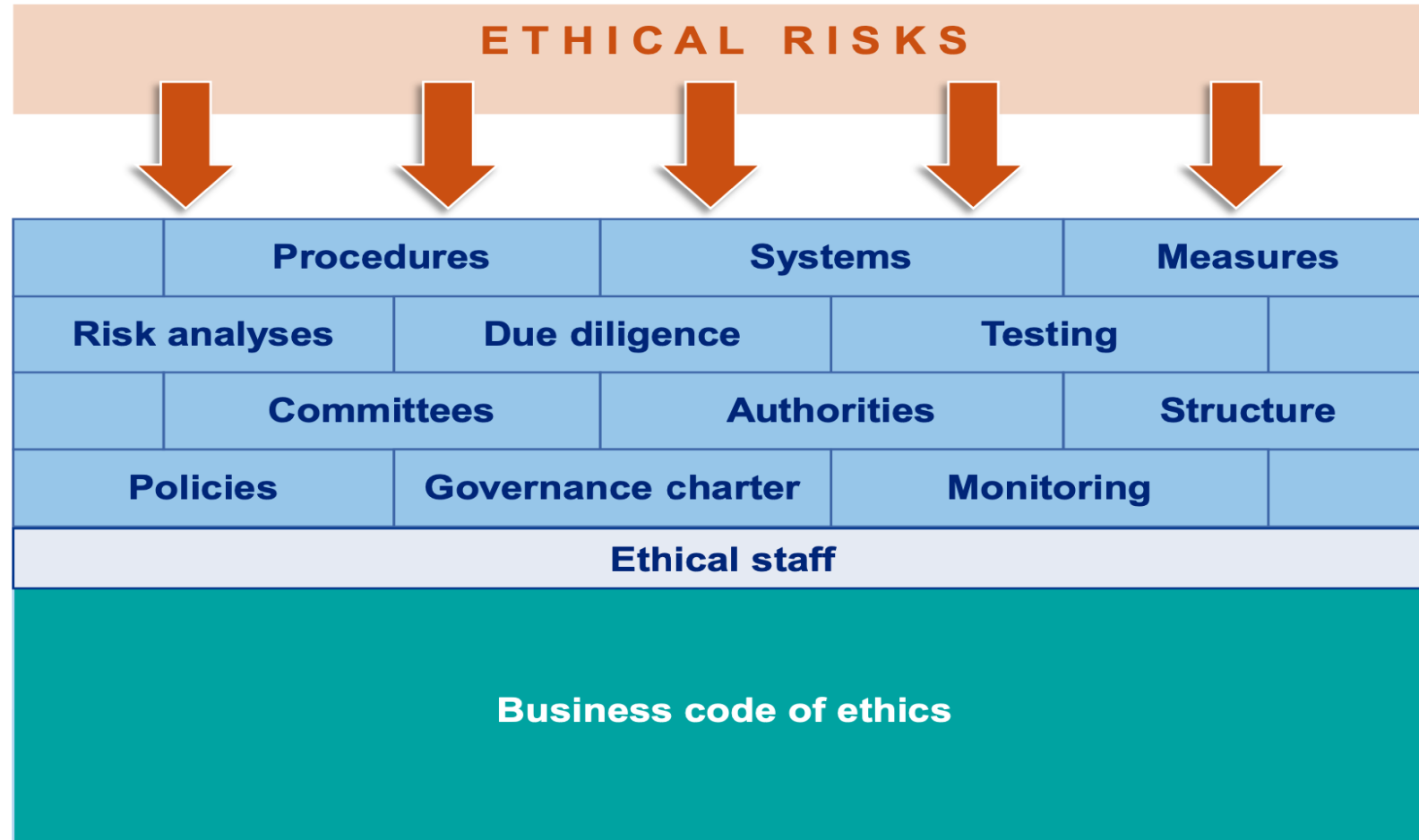
A BUSINESS CODE IS…

…a distinct and formal document containing a set of prescriptions, developed by and for a company to guide present and future behavior on multiple issues of its managers and employees toward one another, the company, external stakeholders, and / or society in general.

ETHICS PROGRAMS

An ethics program is the formal organisational control system designed to impede unethical behavior and promote ethical behavior.

EXAMPLES OF ETHICS PROGRAMS

ETHICAL RISKS

Procedures		Systems		Measures
Risk analyses	Due diligence		Testing	
Committees		Authorities		Structure
Policies	Governance charter		Monitoring	
Ethical staff				
Business code	Communication program	Whistleblower policy		Compliance office(r)
E-learning	Ethics hotline		Ethics training	
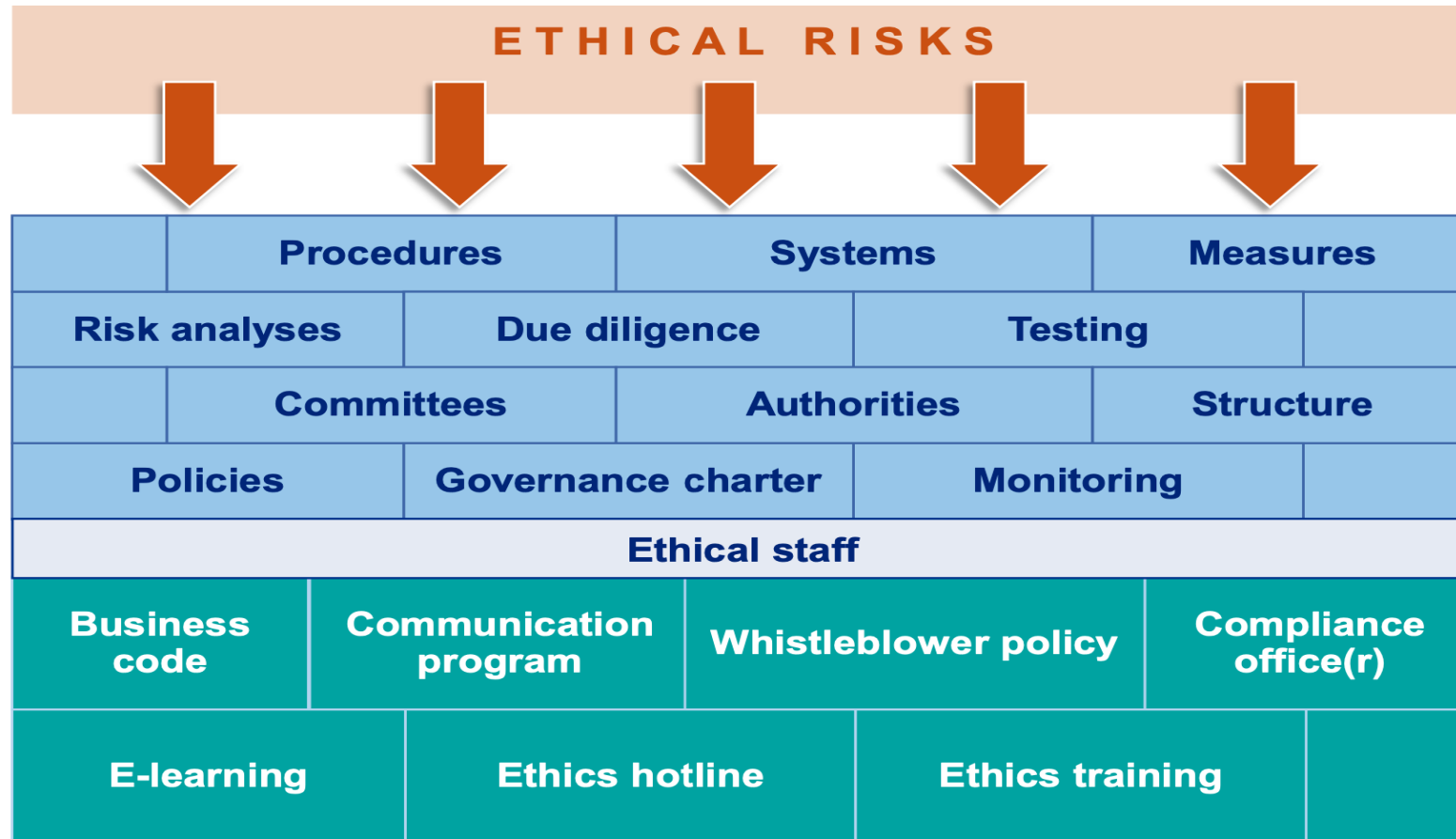
SESSION 5: SOCIAL RESPONSIBILITY IN VOLUNTEER MANAGEMENT

Part of Module 4 – Course 1: The Ethics of Volunteer Management

Name instructor – e-mail instructor

KEY THEMES

1. Provide an overview of key issues on socially responsible volunteer management, such as: cultural competence and communication, intersectionality and social justice, and equity and inclusion.

2. Managing volunteers locally and globally: navigating power dynamics, tokenism, and cultural appropriation.

3. Volunteer management in the age of decolonisation and localisation: identifying opportunities for ethical cross-border volunteer management.

WHAT IS SOCIALLY RESPONSIBLE VOLUNTEER MANAGEMENT?

Socially Responsible Volunteer Management (SRVM) refers to the practice of organising volunteer efforts in ways that respect the dignity, rights, and cultures of all involved, aiming to benefit both the community served and the volunteers themselves.

- **Cultural Competence:** Ensures that volunteer efforts are effective and respectful across different cultures.

- **Intersectionality:** Recognises the multiple facets of identity that affect an individual's experience and contributions as a volunteer.

- **Social Justice:** Commits to fair treatment and equal access to opportunities for all, particularly the most marginalised.

- **Equity:** Seeks to provide resources and opportunities tailored to individual and community needs.

- **Inclusion:** Fosters an environment where all volunteers feel valued and can fully participate.

CHALLENGES IN MANAGING VOLUNTEERS LOCALLY

Challenges and Considerations:

- Recognising and valuing local knowledge and expertise.

- Avoiding hierarchical structures that undermine local leadership.

- Building trust within the community by ensuring transparency and accountability.

Navigating Power Dynamics:

- Encouraging participatory decision-making to empower local volunteers.

- Being aware of and mitigating any power imbalances between the organisation and the volunteers.

- Providing equal opportunities for input and feedback, regardless of a volunteer's role or status.

Avoiding Tokenism:

- Ensuring that engagement with local volunteers is meaningful and not just for show.

- Creating roles and opportunities that utilise the full capabilities of volunteers, not just their presence as a checkbox for diversity.

POWER DYNAMICS IN VOLUNTEER MANAGEMENT

Understanding Power Dynamics:

- Power dynamics in volunteer management refer to the implicit and explicit hierarchies that can influence volunteer engagement and decision-making.

- Awareness of these dynamics is crucial for creating a fair and empowering environment for volunteers.

Strategies to Mitigate Power Imbalances:

- **Inclusive Leadership:** Cultivate leadership that is representative of the volunteer base and the community served.

- **Shared Decision-Making:** Implement decision-making processes that give volunteers a voice and a stake in outcomes.

- **Regular Training:** Conduct workshops on power, privilege, and leadership to educate and sensitise all members of the organisation.

TOKENISM IN VOLUNTEER MANAGEMENT

Recognising Tokenism:

- Tokenism occurs when individuals are superficially included to give the appearance of diversity and inclusiveness but are not given equitable voice or power.

- It undermines the genuine contributions of volunteers and can be detrimental to the goals of the organisation.

Preventing Tokenism:

- **Authentic Representation:** Ensure that volunteer representation in leadership and decision-making reflects true diversity.

- **Meaningful Engagement:** Engage volunteers in roles that fully utilise their skills and perspectives, rather than roles that are symbolic.

- **Continuous Dialogue:** Maintain open lines of communication to understand and address any feelings of marginalisation among volunteers.

CHALLENGES IN MANAGING VOLUNTEERS GLOBALLY

Global Challenges:

- Addressing and adapting to a broad range of cultural expectations and norms.

- Ensuring that projects do not impose external values but respect local identities and practices.

- Balancing global objectives with local needs and priorities.

Cultural Appropriation vs. Appreciation:

- Being vigilant against reducing cultural elements to stereotypes or commodities.

- Striving for cultural exchange that honors and respects source communities.

- Educating volunteers on cultural sensitivity and awareness.

Ethical Cross-Border Volunteer Management:

- Creating programs that are responsive to and driven by host communities.

- Prioritising local leadership and capacity building over external intervention.

- Ensuring that the benefits of volunteer efforts are sustainable and long-lasting.

CULTURAL APPROPRIATION VS APPRECIATION

Defining Cultural Appropriation and Appreciation:

- **Cultural Appropriation:** The act of taking or using things from a culture that is not one's own, especially without showing understanding or respect for this culture.

- **Cultural Appreciation:** When someone seeks to understand and learn about another culture in an effort to broaden their perspective and connect with others cross-culturally.

Examples and Guidelines:

- **Appropriation:** Using cultural symbols without permission or understanding, which can lead to stereotyping or commodification.

- **Appreciation:** Participating in cultural exchanges with consent, where cultural symbols and practices are used respectfully and knowledgeably.

Fostering Appreciation Over Appropriation:

- **Education:** Provide volunteers with thorough cultural sensitivity training.

- **Engagement:** Encourage dialogue and interaction with local cultural leaders and community members.

- **Empathy:** Promote an organisational culture that values empathy and respect for diverse cultural expressions.

VOLUNTEER MANAGEMENT & DECOLONISATION

Decolonisation Explained:

- Decolonisation in volunteer management refers to the process of recognising and dismantling colonial practices and legacies within the sector.

- It seeks to address and correct power imbalances that have historically favored volunteers from more privileged backgrounds over the needs and leadership of local communities.

Impact of Decolonisation:

- Shifting the paradigm from one where volunteers are seen as 'saviors' to one where they are partners and allies in the development process.

- Fostering an environment where the primary role of volunteers is to support, rather than lead, initiatives that communities have identified for themselves.

Localisation as a Decolonial Approach:

- Localisation emphasises the importance of local ownership, leadership, and decision-making authority in volunteer efforts.

- It involves investing in local capacities and supporting local infrastructures to create sustainable change.

The Shift Towards Localisation:

- Organisations are increasingly recognising the value of local knowledge, expertise, and leadership in driving effective volunteer initiatives.

- The shift involves rethinking roles so that international volunteers support and learn from local individuals and groups, rather than directing them.

ETHICAL CONSIDERATIONS IN VOLUNTEER MANAGEMENT

Ethical Considerations:

- **Respect for Local Autonomy:** Prioritising the desires and leadership of the local community in all volunteer initiatives.

- **Non-Displacement of Local Labor:** Ensuring volunteer activities complement rather than replace the efforts of local workers.

- **Transparency and Accountability:** Maintaining open communication and clear accountability mechanisms between volunteers, organisations, and local communities.

Promoting Equity and Inclusion:

- Implement strategies to ensure volunteer opportunities are accessible and inclusive to diverse populations, both locally and internationally.

- Address and mitigate any barriers to participation to foster a truly inclusive volunteering environment.

Cultural Sensitivity and Competence:

- Cultivating an understanding and appreciation of the cultural contexts in which volunteering occurs.

- Providing training and resources to volunteers to engage respectfully and effectively across cultural differences.

Safeguarding and Support:

- Implementing robust safeguarding policies to protect the well-being of volunteers and those they serve.

- Offering support and resources to volunteers to deal with challenges and ethical dilemmas they may encounter.

Sustainable Impact:

- Focusing on long-term, sustainable outcomes that align with the community's needs and aspirations.

- Evaluating and adapting volunteer efforts to ensure they contribute positively to community development.

SESSION 6:
PRACTICUM ON NAVIGATING ETHICAL DILEMMAS

Part of Module 4 – Course 1: The Ethics of Volunteer Management

Name instructor – e-mail instructor

KEY THEMES

Through a case study, identify:

1. What is the dilemma and what makes it an ethical dilemma?

2. What ethical theories are at play in the dilemma?

3. How would you manage the dilemma?

4. What would you communicate your decision to (1) the organisation and (2) volunteers you are managing?

SESSION 7:
CLOSING

Part of Module 4 – Course 1: The Ethics of Volunteer Management

Name instructor – e-mail instructor