



Course manual

Module 2: Organisational level

Course 3: Recruiting, training and retaining volunteers (advanced)

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	<u>Recruiting, training, and retaining volunteers (advanced)</u>	Volunteering infrastructure and ecosystem	The reflective volunteer manager

The course 'Recruiting, training, and retaining volunteers (advanced)' is the third course of module 2 'organisational level'. The course is linked to the individual level, as one needs to understand volunteers to understand how to recruit, train and retain them (C1, M1 and C2, M1). It is also linked to Professional level; the ethics of volunteer management (C1, M4) as proper treatment of volunteers is essential for retention.

Course description

Volunteer management professionals need to understand how to organise volunteering in such a way that volunteer energy is maximised. This takes place during every step of the volunteer experience, and in various behind the scenes processes. The processes of recruiting, training, retaining and matching volunteers may sound relatively simple. However, when these elements come together within the volunteer experience it becomes an intricate puzzle. Training can be an essential need, but a barrier to entry at the same



time. Organisations may over-train or undershoot the competences of volunteers and cause a mismatch between them and volunteers. Being too rigid or too flexible in how volunteering is organised may cause volunteers to leave the organisation. It is essential to be able to solve the volunteer experience puzzle, and to work solutions into programmes and policy, for organisations to thrive. There is no one-size-fits-all volunteer experience, this all depends on the organisational context and the needs of the volunteers. Volunteer management professionals need to understand how to navigate their context to sustainably work with volunteers over the long term and achieve organisational goals. This involves processes related to policy, programme design, recruitment, training, support, and retention.

During the course we will discuss questions, such as:

- Why do people get involved as volunteers?
- What needs to be done before recruiting volunteers?
- What are the best recruitment strategies for different types of volunteering?
- When is training needed for volunteers?
- What kind of support do volunteers need in the course of their voluntary work and how can we retain their inner motivation?
- What is the organisation's influence on a volunteer's experience?
- What's the role of policy in establishing high quality volunteer experiences?

Learning objectives

After this course, the student should be able to:

1. **Understand** how to match supply and demand in valuable volunteering opportunities, both offline and online, and regular and episodic.
2. **Understand** the varied effectiveness of recruitment and retention strategies for different organisational realities and target groups.
3. **Understand** the need, effectiveness of and implications for the volunteer experience of training and support processes.
4. **Evaluate** the suitability of processes for recruiting, training, and retention for achieving organisational goals.
5. **Devise** a plan for achieving organisational goals related to volunteering.

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: Organised volunteering and preparing the organisation for the inclusion of volunteers

Aim: Understanding how working with volunteers differs from working with paid staff, and how to properly organise for volunteers.

Key themes:

1. Explain definition of volunteering, legislation of voluntary work and limits of volunteering.
2. Explain the elements organisations need to properly work with volunteers.
3. Explain the particularities that distinguish volunteers as an organisation's workforce.

Session 3: Recruitment of volunteers

Aim: Understand the organisation and particularities of recruiting volunteers.

Key themes:

1. Explain the typical recruitment methods for volunteers.
2. Discuss how volunteers are matched to volunteer work.
3. Explain the organisational requirements for seeking out new groups of volunteers, which were previously not their volunteers.
4. Discuss the dynamics of exclusion and self-selection regarding volunteering.
5. Explain recruitment strategies, including those for making the volunteer pool more inclusive and diverse.
6. Explain the shifting needs for organising recruitment based on changes in demographics and lifestyles within society.

Session 4: Selection of volunteers and preparation for work

Aim: understanding that role of a volunteer managers is also to select the right volunteer for the work.

Key themes:

1. Discuss the role of skills, knowledge, and experiences of volunteers and how they affect volunteer matching.
2. Explain how competencies can form a(n) (unnecessary) barrier for volunteer participation.
3. Explain different ways of selection based on interest (questionnaires, training before work, motivation letter ...).
4. Explain the organisational pros and cons of training volunteers.

5. Discuss examples of case studies – difference between working as a volunteer in Hospice and Youth centre.

Session 5: Training, supporting, and monitoring volunteers

Aim: Understanding motivation for volunteer work and needs that are behind the motivation. Understanding how to support volunteers in the course of voluntary work.

Key themes:

1. Explain external and internal motivation for volunteer work.
2. Explain how to support volunteers in the course of voluntary work.
3. Explain the mechanisms involved in training volunteers and how training fits into the volunteer experience.
4. Explain the impact of implementing monitoring elements in the volunteer experience.
5. Discuss activities that support volunteers during the work.

Session 6: Retaining volunteers

Aim: Understand and discuss what makes voluntary effort sustainable at an organisational level.

Key themes:

1. Explain voluntary effort sustainability from an organisational perspective
2. Explain the importance and value of recognising volunteers and making them feel valued.
3. Explain the various elements that contribute or detract from volunteer satisfaction.

Session 7: Volunteer policy

Aim: Understand the role of policy containing the previously covered topics regarding volunteers and volunteering.

Key themes:

1. Explaining what volunteer policy looks like.
 2. Explaining the value volunteer policy has for organisations and volunteers.
 3. Explaining how to create a fitting volunteer policy for volunteer-involving organisations.
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Assessments

To evaluate the students, we use one formative and two summative assignments:

1. **Formative (individual):** Reading notes to prepare for the lectures. Before the class, students are asked to read materials and prepare. To ensure active reading and participation, reading notes will have to be uploaded before class. Reading

notes include a short and critical summary of the text, and a brief judgement of the application to the world of practice.

2. **Summative Applied (group assignment / individual assessment):** Students will be asked to choose an example of a volunteer-involving organisation and give a short reflection on how the organisation manages volunteers.
3. **Summative Creative (group):** Students will interview a volunteer manager and focus on different topics (recruitment, motivation, supporting and monitoring volunteers, acquiring competences etc.). They will prepare a plan for reaching organisational goals for recruitment, competences, and retention.

Study hours breakdown

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

Assessment Matrix

Learning objectives per course (After following this course, the student is able to:)	Assessment formats			
	Formative	Summative I	Summative II	
Understand how to match supply and demand in valuable volunteering opportunities, both offline and online, and regular and episodic.	X			
Understand the varied effectiveness of recruitment and retention strategies for different organisational realities and target groups.	X	X	X	
Understand the need, effectiveness of and implications for the volunteer experience of training processes.	X	X	X	
Evaluate the suitability of processes for recruiting, training, and retention for achieving organisational goals.		X		
Devise a plan for achieving the volunteer recruitment, training, and retention goals of an organisation.		X		
				Total
Weighting	Pass/fail	50%	50%	100 %
Form of examination (e.g. MC, Open ended questions, open-book, etc.)	Assignment	Assignment	Assignment	
Group / Individual	Individual	Individual	Group	

Teaching program

Session	Topic	Student preparation
1. Introduction	<ul style="list-style-type: none"> Introducing the course. Introducing assignments and deadlines. 	<ul style="list-style-type: none"> Read course manual.
2.	<ul style="list-style-type: none"> Organised volunteering and preparing the organisation for the inclusion of volunteers. 	<ul style="list-style-type: none"> Reading notes.
3.	<ul style="list-style-type: none"> Recruitment of volunteers. 	<ul style="list-style-type: none"> Reading notes.

4.	<ul style="list-style-type: none"> ● Selection of volunteers and preparation for work. 	<ul style="list-style-type: none"> ● Reading notes.
5.	<ul style="list-style-type: none"> ● Motivation, training, and monitoring volunteers. 	<ul style="list-style-type: none"> ● Reading notes.
6.	<ul style="list-style-type: none"> ● Retaining volunteers. 	<ul style="list-style-type: none"> ● Reading notes.
7	<ul style="list-style-type: none"> ● Volunteer policy. 	<ul style="list-style-type: none"> ● Reading notes.

Literature

Session	Literature
1,2,3,5,6	David O Renz, Robert D Herman (2016) The Jossey-Bass Handbook of Nonprofit Leadership and Management, DESIGNING AND MANAGING VOLUNTEER PROGRAMS.
3	Hyde, M. K., Dunn, J., Scuffham, P. A., & Chambers, S. (2014). A systematic review of episodic volunteering in public health and other contexts. BMC Public Health, 14(1). https://doi.org/10.1186/1471-2458-14-992
4	Brudney, J. L., & Meijs, L. C. P. M. (2009). It ain't natural: toward a new (natural) resource conceptualization for volunteer management. Nonprofit and Voluntary Sector Quarterly. Vol. 38 (4), pp. 564-581.
4	Arnon, L., Almog-Bar, M., & Cnaan, R. A. (2022). Volunteer Engageability: a Conceptual framework. Nonprofit And Voluntary Sector Quarterly, 52(6), 1633–1659. https://doi.org/10.1177/08997640221132499
1,2	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. Voluntar: International Journal of Voluntary and Nonprofit Organizations, 11(1), 45-65.
2, 3	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.
	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.
3,4	van Overbeeke, P. S., Koolen-Maas, S. A., Meijs, L. C., & Brudney, J. L. (2022). You shall (not) pass: Strategies for third-party gatekeepers to enhance volunteer inclusion. VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations, 33(1), 33-45.

4	Güntert, S.T., Wehner, T., Mieg, H.A. (2022). Volunteer Work as a Matter of Motivation. In: Organizational, Motivational, and Cultural Contexts of Volunteering. SpringerBriefs in Psychology. Springer, Cham. https://doi.org/10.1007/978-3-030-92817-9_2
3	Haski-Leventhal, D. (2010). Volunteerability, Recruitability and Recent Trends in Volunteering. The Centre for Social Impact. CSI background paper No. 7, p. 1-4.
	Compion, S., Meijs, L., Cnaan, R. A., Krasnopolskaya, I., von Schnurbein, G., & Abu-Rumman, S. (2022). Repeat and non-returning volunteers: The promise of episodic events for volunteer recruitment and retention. <i>VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations</i> , 33(3), 472-482.
	Clary, E. G., Snyder, M., & Ridge, R. (1992). Volunteers' motivations: A functional strategy for the recruitment, placement, and retention of volunteers. <i>Nonprofit Management and leadership</i> , 2(4), 333-350.