



## EuroVolNet Seminar Report

**6. – 8.5. 2011**  
**Chatham Maritime, United Kingdom**  
**Medway Campus, Rochester Building**



**EuroVolNet is a transnational project that fosters the exchange of best practices regarding legal, organizational and funding related aspects of voluntary activity in sport. 16 project partners form a network of actors involved in the management and running of sport associations.**

The Seminar gave time and space for further discussion between EuroVolNet Partners and other relevant institutions and organizations to improve coordination in volunteering cross Europe. The Seminar was also an opportunity to discuss strategic challenges in volunteering and to discuss recommendations for the European Commission in light of project experiences. For inspirational, motivational and collaborative purposes, 3 EU projects under the 2010 Preparatory action in sport, Special Olympic E/E, Romanian Sport for all Association and Bulgarian Young People Foundation were invited to the Seminar and to the further cooperation.

During 2 days Seminar we discussed about models that should:

- enable the development of effective volunteering that meets the organization's needs;
- empower volunteers to fulfil their potential and meet their own needs; and
- enable volunteer managers to access appropriate support.

## Seminar program

Friday 6th of May

### EuroVolNet Welcome day

Time	Program
17.00 – 19.00	<b>EuroVolNet Welcome session</b>
	<b>Welcome</b> <b>Louis Passfield</b> , Director of the Centre for Sports Studies University of Kent <b>Herbert Hartmann</b> , ISCA Vice President, Germany
	<b>"The profile of the sports volunteer with implications for recruitment, motivation and education"</b> , Kristine De Martelaer, Vrije University Brussel, Belgium
	<b>"Sport Volunteering in UK, the past and the future"</b> , Sakis Pappous, University of Kent, UK
	<b>"Trends, opportunities and challenges for volunteering in Europe"</b> , Jacob Kornbeck, EC,DG Education and Culture Sport Unit, Belgium

Saturday 7<sup>th</sup> of May

### EuroVolNet Workshop day

Time	Program
9.00 – 10.30	<b>Workshop 1</b>  <b>"The value of volunteering"</b> <i>Volunteering leads to positive changes in people's lives: bringing communities together, increasing a person's sense of pride and belonging, in turn impacting positively on their health and well-being.</i> <ul style="list-style-type: none"> <li>• <i>How can we measure the economic contribution of volunteering?</i></li> <li>• <i>Do Sport for All Associations and their volunteers have the capacity to generate social capital, innovative solutions and respond to newly emerging policy needs?</i></li> <li>• <i>How can we influence the level of public funding to volunteering?</i></li> </ul>
Presentation 1	"Volunteering leads to positive changes in people`s life" Laetitia Zappella, UFOLEP, France
Presentation 2	"How can we measure the economic contribution of volunteering?" Lars Mandrup, DGI, Denmark
11.00 – 12.30	<b>Workshop 2</b>  <b>»The recognition of volunteering«</b> <i>Volunteers should be recognized for their contributions to the organization, the clients and the paid staff. This serves not only to satisfy basic human needs but also to motivate volunteers to continue their involvement. Recognition lets volunteers know that others acknowledge and appreciate what they do. It tells them they are doing something well and that they have something meaningful to contribute. Recognition and approval give volunteers a feeling of warmth, pleasure and accomplishment.</i> <p><i>How can Sport for All contribute to a greater visibility of volunteering?            What are effective forms of informal and formal volunteer recognition?            What kind of transparent and professional recruitment process do we know?            How can we define training that is crucial elements in guaranteeing that the volunteers would succeed in their mission?            What are comfortable working conditions for volunteers?</i></p>
Presentation 1	"How can we define a comprehensive framework for Human Resources Development for Volunteers that is crucial element in guaranteeing that the volunteers would succeed in their mission?" Dirk Steinbach, Training 4 Volunteers, DOSB Leadership Academy
Presentation 2	"How to motivate volunteers to continue their involvement?" Primoz Jamsek, Slovenian Philanthropy, Slovenia

<b>Time</b>	<b>Program</b>
14.00 – 15.30	<p><b>Workshop 3</b></p> <p><b>Management in volunteering!</b>  <i>Volunteers need to be managed strategically by a professional volunteer manager who can ensure that the volunteers' needs are being met, and that the role they are fulfilling is of use to staff and beneficiaries. There is no one-size-fits-all approach to volunteer management. The size of the organization, the number of volunteers and the type and complexity of roles being offered will all impact on the model most appropriate.</i></p> <p><i>What is the model that enables the development of effective volunteering that meets the organization needs?</i>  <i>What kind of management can empower volunteers to fulfil their potential and meet their own needs?</i>  <i>Which model does enable volunteer managers to access appropriate support?</i></p>
Presentation 1	<p>What is the model that enables the development of effective volunteering that meets the organization needs?            Jani Ovsenik, Sports Union of Slovenia, Slovenia</p>
Presentation 2	<p>What kind of management can empower volunteers to fulfil their potential and meet their own needs?            Bjoern Koehler, Special Olympics Europe/Eurasia, Belgium</p>
16.00 – 16.30	<p><b>Magazine dedicated to Volunteering</b>            2011 Publication of EuroVolNet partners, Sport and Citizenship and ISCA</p>
16.30 – 18.00	<p><b>Final Workshop</b>  <b>VIP – Very important persons</b></p> <p>We need to identify and remove the top 10 barriers for volunteers!            We need to identify the top 50 motivation factors for European volunteers!            We need to identify best practice of Recognition, Validation, Education, "Human Resource management" and how to create benefits for volunteers.</p> <p>Facilitators: Sakis Pappous and Brenda Atuona, University of Kent</p>

**Sunday 8th of May**

<b>Time</b>	<b>Program</b>
9.00 – 11.30	Study tour to Rochester

*The EuroVolNet project and EuroVolNet Seminar received support from the European Commission, Education and Culture DG, under the "2010 Preparatory Action in the Field of Sport".*



**Louis Passfield**

Director of the Centre for Sports Studies University of Kent

"University of Kent - The UK's European University has been delighted to host this event and to work hand by hand with ISCA and our EuroVolnet partners. Projects like that definitely contribute to the sustainability and flourishing of sport grass-route participation in Europe. We will enthusiastically build upon the excellent feedback and knowledge shared during the seminar".



**Herbert Hartmann**

ISCA Vice President, Germany

Governments recognise much more the civil society sector with its volunteering engagement because they expect the civil society sector should take over more social responsibilities than before. This is a driving force for the EuroVolNet project, when we are going to develop voluntary competences in sport organisations.



Organised sport has a fairly good starting point to develop volunteering competences:

- Organised sport is the largest sector of volunteer engagement: 35 mill. volunteers in Europe!
- In most European countries the sport sector relies heavily on volunteers (France 80%; Netherlands 87%).
- Volunteers in sport dedicate an average number of 4-5 hours per week to their engagement and contribute to a high extend to the social added value (in Germany appr. 7 billion € per year)!
- There is still no real decrease of volunteering in sport. But the structure of engagement has changed!
- Many sport organisations take care actively to recruit, to keep, to educate volunteers in special programs.

But on the other hand we also have challenges:

- There is a rather big difference within European countries in regard to volunteering involvement in sport, in regard to recognition and in regard to manage volunteers in sport.
- The support from the governmental sector is often rather week.
- We observe often a mismatch between expectations of today's volunteers and what hosting organisations can offer.

- Education and training of volunteers seem often not to be sufficient.
- And we've to identify still a lack of clear and consistent policy on volunteering in many sport organisations.

EuroVolNet partners are developing project activities:

- To point out and to promote the values of volunteering in sport
- To improve recognition
- To remove barriers
- To improve motivation
- And in general: to improve management strategies!

### "The profile of the sports volunteer with implications for recruitment, motivation and education"

**Kristine De Martelaer, Vrije University Brussel, Belgium**

#### Participation survey PaS'09

#### Representative sample Flemish population

Based on a representative sample (N=3.145) of the Flemish population (14-85 years of age, survey in 2009) we found that 8,6% has been active as a volunteer in sport last 6 months.

The functions were clustered in three categories: sport technical, policy and supporting. The most popular task for volunteers (with 37,5%) is organization or implementation of side line activities (supporting tasks).

Sport clubs are the most popular organizations to be active as a sports volunteer (86,9%). Only 28% of the sports volunteers are female with the lowest representation of female volunteers in sport technical functions (17,6%).

Another underrepresentation can be found among the youngest (14-17 y) and the oldest age category (65+) respectively 4,9% and 8,0% while these age categories do have a higher proportion in the total population (6,5% and 20 %).

The mean time investment of a Flemish sport volunteer is 4,5 hours (SD 6,7). A large group (43%) is spending only one hour or less a week on their volunteer work, while 20% spent 8 hours a week or more.



#### Opportunities in future : P P P P

##### Sport = **Popular sector**

On our own or work together with other sectors ?

**Policy** documents & European: good practice, role model

**Professionalization**, training opportunities: formal & informal learning

**Problems → possibilities:** promote, recrute, training & mentorship, ret(r)aining, ... © volunteer management practices

→ Profile → anatomy volunteers in different countries & organizations

→ Reflection policy (local-national-international)

→ Research measuring effectiveness volunteer management practices



Usually sports volunteers were sports active before (72,1%) and are actually still practicing sport (76%). The most important perceived advantages to do volunteering tasks in sport are: having fun (85,3%), being together with friends (67,2%), making new friends (63,1%), learn a lot (42,5%). For 28,6% of the sport volunteers their engagement has the advantage to be a compensation for the (routine) work during daily life.

The most important reasons to begin with sport volunteering are: it was asked (67,6%), it seemed interesting (61,9%), love for club (57,2%), the function(s) fits (48,8%), not refuse when asked (33,3%), child is/was active there (25,9%).

Those respondents active in volunteer work but not in sport, give as reason for not being a sports volunteer: lack of time (66,1%), not interested (61,8%), too old (24,2%), not good enough (23,8%), not knowing enough people (19,4%).

Taking into account the profile of the sport volunteer, suggestions can be made for recruitment, motivation and education. For ex:

- Youth and older people are potential volunteers to become active in sport
- Members have to be asked for advice (objectives, program, new ideas, ...) and helping hand during activities...
- potential, gradual volunteering
- Provide accurate information, clear communication on commitment, work load, level of tasks, time, help / coaching

### **"Sport Volunteering in UK, the past and the future"**

**Sakis Pappous, University of Kent, UK**



Volunteering's is occupying a central place on the policy agenda of today's and is a prominent issue in the priorities of most of the European Governments today.

**The Big Society** is in vogue term in UK and has been flagship policy idea of the last year's 2010 Conservative Party election policy programme. The aim of the Big Society manifesto is "to create a climate that empowers local people and communities, building a big society that will 'take power away from politicians and give it to people". One of the core measures that reflect this policy is the idea of introducing a national citizen service in order to give communities more power and to encourage people to take an active role in their communities.

However, while quite many people are enthusiastic about this idea, the Big Society project has also received strong opposition. Those that are critical against this project state that this is a just an excuse for Neo-liberal State to pull outs from its duties to the most disadvantaged members of a society at that it will be expected that the volunteers will be carrying out unpaid work that normally should be within the responsibilities of the Government.

**Volunteers are just as amateurs:  
"Just remember: Noah's Ark was  
built by amateurs. The Titanic was  
built by professionals."**

### **Volunteering in Sport**

Volunteering in sport has always been very popular in this country and is believed to be the backbone of grass-route participation in the UK. Several surveys have concluded that between 13 per cent and 26 per cent of the overall population take part in formal volunteering in sport. The Active People Survey indicated that around 5% of the adult population volunteer for sport at least one hour a week. The most preferred sports for volunteering in UK are Football, cricket and bowls followed by Rugby, swimming and motor racing (Taylor et al., 2003). In the same study, Taylor et al. concluded that there is not a high degree of specialisation in the tasks performed by the volunteers, frequently there are multi-taskers being in charge of a wide variety of roles within the organisation

**If we want to sustain the European model of grass root sport participation we should find ways to uphold, nourish and reward the willpower of sport volunteers**

Among the common problems that managers in sports clubs have to deal is a shortage of volunteers, and difficulties in recruiting new volunteers (Taylor et al., 2003). However according to a Sport England's survey there is a lot of potential out there as 1.5 million people would be interested in volunteering in sport. However 200,000 of these weren't volunteering because they did not know how to get involved, or because nobody ever

asked them to volunteer... (Sport England, 2003).

**"Trends, opportunities and challenges for volunteering in Europe"**  
**Jacob Kornbeck, EC, DG Education and Culture Sport Unit, Belgium**



**Commission's priorities**

**Aarhus Declaration 2003**

- EU Sport Ministers (Danish Presidency, informal meeting)
- Follow-up expected under Polish Presidency (2nd half 2011)

**White Paper on Sport (2007):**

- Skills for volunteers
- Sustainable funding \*)

**Article 165 TFEU**

- Reference to voluntary structures in the sport sector
- This is the only Treaty reference to "volunteering"!

\*) See: Green Paper on the future of VAT– Towards a simpler, more robust and efficient VAT system : open consultation

[http://ec.europa.eu/taxation\\_customs/common/consultations/tax/2010\\_11\\_future\\_vat\\_en.htm](http://ec.europa.eu/taxation_customs/common/consultations/tax/2010_11_future_vat_en.htm)

**European Year of Volunteering (EYV)**

- Sport an important element
- Communication on Volunteering expected (atumn 2011)
- Evidence given by Director G. Paulger to House of Lords (Feburary 2011)

The EU will use the Year to work towards four main objectives:

1. To create an enabling and facilitating environment for volunteering in the EU;
2. To empower volunteer organisations and improve the quality of volunteering;
3. To reward and recognise volunteering activities; and
4. To raise awareness of the value and importance of volunteering.

[http://ec.europa.eu/citizenship/focus/focus840\\_en.htm](http://ec.europa.eu/citizenship/focus/focus840_en.htm)

**Communication on Sport (2011):**

"Commission and Member States: support the inclusion of sport-related qualifications when implementing the European Qualifications Framework. In this context, promote the validation of non-formal and informal learning gained through activities such as voluntary activity in sport."

<http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2011:0012:FIN:EN:PDF>

## Some evidence

GHK (2010): Volunteering in the European Union, final report, <http://ec.europa.eu/citizenship/eyv2011/doc/Volunteering%20in%20the%20EU%20Final%20Report.pdf>

- Includes first-ever all-round survey of sport volunteering in all 27 MS.
- Survey disseminated with help from ENGSO.
- Describes different traditions, sociological background, etc.
- Focuses on different legal arrangements and sources of financing.
- Points to the need for training volunteers

"In some Member States sport is very high on the political agenda, something which is in most cases correlated to the existence of a sport/health policy.

However, this does not necessarily mean that significant focus is placed on volunteering in this sector or that specific policies exist to promote and support volunteering.

In about ten Member States, volunteering in sport can be considered to be medium to high on the political agenda whereas in other Member States it does not feature on political agenda. On the other hand, in three Member States, there, seems to be a recent growing attention to volunteering in sport at the political level.

In several Member States, specific reference is made in recent policy papers, or in their national strategy for sport, to volunteering in this sector. However, the vast majority of Member States does not have a separate national strategy or framework for volunteering in sport."

(GHK, 2010, p. 195)



**"Volunteering leads to positive changes in people`s life"**

**Laetitia Zappella, UFOLEP, France**

An example of good practice in France:

**"Strengthening the recognition of the social impact of volunteering"**

- How ? By building a tool, allowing volunteers to put words on the skills they have acquired
- Who ? Anima'Fac : An association whose aim is to develop links between all students association
- For who? Young volunteers
- Why ? For volunteers to be able to valorise their personal experience in their professional life



For more information contact: [lzappella.laligue@ufolep-usep.fr](mailto:lzappella.laligue@ufolep-usep.fr) and see Portfolio: Bénévolat et compétences, La Ligue de l'enseignement.

**"How can we measure the economic contribution of volunteering?"**

**Lars Mandrup, DGI, Denmark**

An example of good practice in Denmark:

- based on Volunteering Research Project (2004) - Volunteering and nonprofit in Denmark (economic and employment)
  - based on facts from Denmark
    - Population: 5,5 mill.
    - Total manpower: 2,7 mill.
    - GDP: 210 mia. €
- Volunteering  
35% volunteering (1.500.000)  
18% sport, culture and leisure (750.000)



Time spend on volunteering in sport, culture and leisure:

Total: 89 mill. hours per year (what is 54.000 fulltime employed)

Time spend on volunteering in NPS (non-profit sector)

Total: 182 mill. hours per year (what is 110.000 fulltime employed and 3,1% of total manpower)

**NPS Economic value added to the society:**

Products and services provided (marked value)	9,7 mia. €
Consumption of materials and services	-4,8 mia. €
<hr/>	
Neto value added to society	4,9 mia. €

+ Subscription, public financial support, funding	8,5 mia. €
<b>Direct economic contribution</b>	<b>13,4 mia. € (~7% GDP)</b>
+ 182 mio. hours volunteering work x 26€	4,7 mia. €
<b>Total value of the NPS</b>	<b>18,1 mia. € (~10% GDP)</b>

### Sport, culture and leisure sector economic value added to the society:

Products and services provided (marked value)	
Consumption of materials and services	
Netto value added to society	0,3 mia. €
+ Subscription, public financial support, funding	0,7 mia. €
<b>Direct economic contribution</b>	<b>1,0 mia. € (~0,6% GDP)</b>
+ 89 mio. hours volunteering work x 26€	2,3 mia. €
<b>Total value of the NPS</b>	<b>3,3 mia. € (~1,8% GDP)</b>

For more information contact: [lars.mandrup@dgi.dk](mailto:lars.mandrup@dgi.dk)

#### The background for discussion in workshop 1:

Volunteering leads to positive changes in people's lives: bringing communities together, increasing a person's sense of pride and belonging, in turn impacting positively on their health and well-being.

- How can we measure the economic contribution of volunteering?
- Do Sport for All Associations and their volunteers have the capacity to generate social capital, innovative solutions and respond to newly emerging policy needs?
- How can we influence the level of public funding to volunteering?

#### How can we measure the economic contribution of volunteering?

#### Why to measure the economic value of volunteer activity?

Measuring the economic value of volunteer activity is one approach that can be used to assess volunteer value. This approach involves assigning an euro value to the hours that volunteers contribute to an organization.

By measuring the economic value of volunteer activity, we can demonstrate to donors, funders, supporters, policy makers, the public, and volunteers themselves how volunteer contributions extend our organizations budget, activities, and services.

Once calculated, these measures help to manage and evaluate our volunteer program. We can demonstrate the real costs associated with our volunteer program and the economic benefits of volunteer involvement.



We can then use this information in our planning and programming to:

- Demonstrate how much volunteers contribute to our organization.
- Evaluate the contribution of volunteers relative to our organizations investment in volunteer recruitment, development, and support.
- Assess the return our organization receives on the money it invests in its volunteer program.
- Educate our organization, funders, and the public about the value of volunteer activity.
- Add impact to funding proposals, volunteer recruitment information, internal and external reports, public relations, and program development by describing the important contributions of our volunteers and the economic value of their activities.

We can use the calculations in our financial statements and budgets as follows:

- Include the euros value of volunteer time as a line item in our budget.
- Include the euros value of volunteer in-kind donations and the euros value of volunteer activities as line items in financial statements.
- Include a description of what our volunteers do and what this contribution is worth in euros.

To measure the value of volunteer activity, we need information about our volunteers, our volunteer program, and our organization. We need to:

- set up a volunteer activity management structure (create volunteer descriptions, set up a system to keep track of volunteer hours, manage the information we collect)
- assign value to volunteer positions (find a suitable hour/rate information, assign euros values to volunteer positions)
- collect information on volunteer and organization expenditures (to find out what are real costs, what is the reimbursed to volunteers and what is volunteers in-kind contribution).

### **Do Sport for All Associations and their volunteers have the capacity to generate social capital, innovative solutions and respond to newly emerging policy needs?**

Volunteering leads to positive changes in people's lives: bringing communities together, increasing a person's sense of pride and belonging, in turn impacting positively on their health and well-being.

Through volunteerism, sport contributes to the fabric of our community; both the individual participant and community benefit. Improved personal health and wellbeing, increased skills and knowledge, decreased community isolation and increased civic engagement are all factors that contribute to the capacity and social capital of communities.

The challenges that facing volunteers in today's society indicates that voluntary sport organisations, need to make volunteer management a higher priority and an integral part of their strategic outcomes.

## How can we influence the level of public funding to volunteering?

Levels of financial resources present significant challenges for the majority of volunteer organizations. It is a need to set out values, principles and commitments for guiding government and voluntary sector relationships. We need to communicate with all sectors and governmental bodies to discuss legislation, policy and program impacts on the voluntary sector and engage the open and on-going dialogue by:

- identifying voluntary value and bringing them to the government's attention.
- clarifying the government funding/financing policies and practices related to the voluntary sector
- reporting and sending proposal requirements
- developing short and long term options and recommendations for policy makers and necessary legislative amendments which could form the basis for negotiations with them
- creating a network of Association and other actors involved in volunteering in order to create a more influential body that can lobby and negotiate with public institutions.
- developing innovative planning of volunteering
- involving bank foundations into the social projects
- .....
- DO WE REALLY NEED PUBLIC FUNDING?



### *Highlights from Workshop 2*

*»The recognition of volunteering«*

## **“How can we define a comprehensive framework for Human Resources Development for Volunteers?” Dirk Steinbach, Training 4 Volunteers, DOSB Leadership Academy**

In Europe voluntary sport organisations provide the backbone of the entire sport structure. An estimated 10 million volunteers are active in about 700,000 sport clubs throughout the EU. In its White paper on sport the European Commission recognises that Volunteering in sport organisations provides many occasions for non-formal education and attractive possibilities for the engagement and involvement in society.

At the organisational level, it is recommended, a better management of volunteering resources. It is identified a mismatch between the expectations of today's volunteers and what they get offered by the sport organisations. Voluntary organisations should set up volunteer policies to provide a more favourable environment for volunteers and concludes, that professionalization of human resource management practices is needed, to improve the recruitment, training and retention of volunteers.



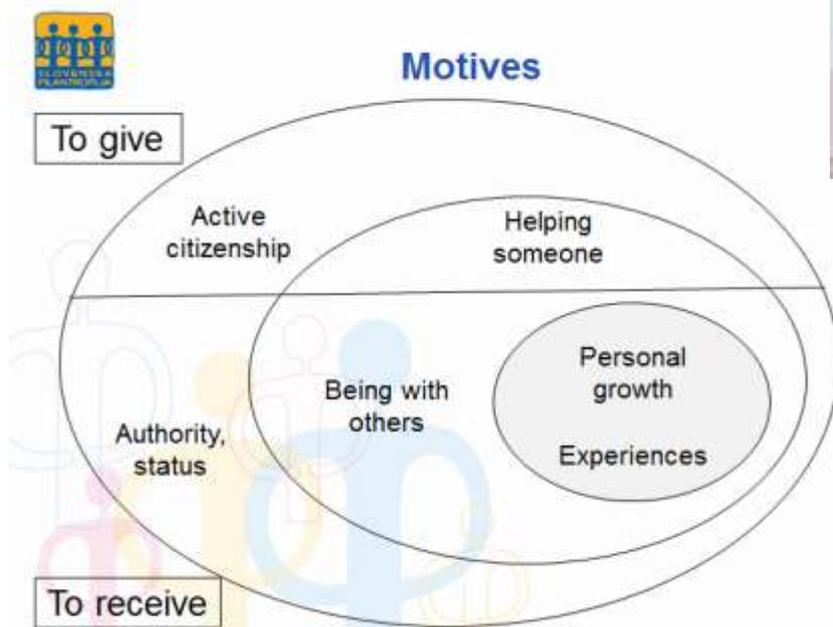
Training 4 Volunteers will provide a comprehensive theoretical framework of human resource development for volunteers. The envisaged framework will refer to the individual, organisational and social level and consider all measures and instruments associated with human resources planning, recruitment, selection, orientation, education, training, appraisal and motivation.

A comprehensive theoretical framework will contribute to...

- ... the recognition of individual needs of volunteers (personal resources, experience, motivation...)
- ... the development of more specific (customized) strategies of empowerment
- ... the comparability of existing human resource development activities (MS / Sports)
- ... identify insufficiencies as well as models of good practice
- ... to the definition of benchmarks.

More can be found: <http://www.t4v.eu> and contact Dirk Steinbach, [steinbach@fuehrungsakademie.de](mailto:steinbach@fuehrungsakademie.de)

**"How to motivate volunteers to continue their involvement?"**  
**Primoz Jamsek, Slovenian Philanthropy, Slovenia**



Volunteers motives	How to motivate?
<ul style="list-style-type: none"> <li>• Organisation is working on my interested field,</li> <li>• I would like to get concrete experiences, not just theory,</li> <li>• I would like to change my vie on this topic,</li> <li>• To get communication and organisational skills,</li> <li>• To get a new view on the world,</li> <li>• To get to know how do I react in different situations.</li> </ul>	<ul style="list-style-type: none"> <li>• Providing trainings, ,</li> <li>• Certificate with learned skills,</li> <li>• Talk with volunteer about his personal growth,</li> <li>• Identification of competences reached during voluntary work,</li> <li>• Giving access to archive of organisation...</li> </ul>

<b>Volunteers motives</b>	<b>How to motivate?</b>
<ul style="list-style-type: none"> <li>• I have a lot of free time, I want to use it for others,</li> <li>• I am getting to know new people and friends,</li> <li>• Because volunteers have the same opinion as me,</li> <li>• It's fun.</li> </ul>	<ul style="list-style-type: none"> <li>• Party, picnic for volunteers,</li> <li>• Excursions,</li> <li>• Participation at internationals and others conferences,</li> <li>• Meetings with volunteers from other organisations.</li> </ul>
<ul style="list-style-type: none"> <li>• I can help someone else,</li> <li>• I want to share my experiences, knowledge with others,</li> <li>• I would like to support someone</li> </ul>	<ul style="list-style-type: none"> <li>• Saying Thank you,</li> <li>• To show the change which was done with the help of volunteer,</li> <li>• More work.</li> </ul>
<ul style="list-style-type: none"> <li>• I can contribute a small change for the better world,</li> <li>• I would like to change something in my society,</li> <li>• With my work the issue is getting more importance,</li> <li>• I would like to change the public opinion-</li> </ul>	<ul style="list-style-type: none"> <li>• Show the concrete changes in the field,</li> <li>• Giving the space in newspapers, radio for the topic,</li> <li>• Involve volunteer into civil society initiatives</li> </ul>
<ul style="list-style-type: none"> <li>• I present an example for others,</li> <li>• I am an important part of organisation,</li> <li>• I want to lead others</li> </ul>	<ul style="list-style-type: none"> <li>• Nomination for the best volunteer,</li> <li>• Reception at City Hall,</li> <li>• More responsible role in the group</li> </ul>

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### **The background for discussion in workshop 2:**

Volunteers should be recognized for their contributions to the organization, the clients and the paid staff. This serves not only to satisfy basic human needs but also to motivate volunteers to continue their involvement. Recognition lets volunteers know that others acknowledge and appreciate what they do. It tells them they are doing something well and that they have something meaningful to contribute. Recognition and approval give volunteers a feeling of warmth, pleasure and accomplishment.

How can Sport for All contribute to a greater visibility of volunteering?

What are effective forms of informal and formal volunteer recognition?

What kind of transparent and professional recruitment process do we know?

How can we define training that is crucial elements in guaranteeing that the volunteers would succeed in their mission?

What are comfortable working conditions for volunteers?

**How can Sport for All contribute to a greater visibility of volunteering?  
What are effective forms of informal and formal volunteer recognition?**

Recognition is closely associated with motivation. If people are rewarded with things that are significant or relevant to them then the recognition process is most effective.

Informal volunteer recognition	Formal volunteer recognition
<ul style="list-style-type: none"> <li>• Thank you for your help!</li> <li>• Thank you letters, personalized e-mails, photos</li> <li>• Providing material resources to a volunteer</li> <li>• A hand written note to a volunteer from a client, manager, volunteer manager or organizational leader is one of the best-accepted forms of recognition.</li> <li>• More responsibilities</li> <li>• Invitation to staff meeting</li> <li>• Gifts/bonus cards</li> <li>• New/higher positions</li> <li>• "Feel good" effect</li> <li>• Free sport/cultural evenings/events</li> </ul>	<ul style="list-style-type: none"> <li>• Certificates/diplomas</li> <li>• special pins or other tokens</li> <li>• Awards ceremony</li> <li>• Recommendations</li> <li>• Volunteer recognition party</li> <li>• Organizing training for volunteers</li> </ul>

**3 important facts:**

1. the individual who is recognizing the volunteer should know and be familiar with the volunteers and their contributions.
2. The emphasis at any formal recognition with a planned programme should be on the volunteers and their contributions, not on other special guests, visiting dignitaries or organizational administrators.
3. An opportunity should be provided for the volunteer being recognized to offer a testimonial regarding volunteer experience.



**What kind of transparent and professional recruitment process do we know?**

**What are comfortable working conditions for volunteers?**

It is a good practice in some countries (Ireland) to ensure all volunteers' skills and competences are recognised within the context of a national education and training system. While mechanisms are in place to enable accreditation and recognition, not all voluntary organisations follow this approach.

To build good recruitment process we need a good plan that will:

- Provide a vision for volunteers
- Identify the need for volunteers
- Review all volunteer roles and the skills required for roles
- Develop job descriptions or duty statements for each of these roles
- Identify the number of roles that need to be filled and therefore the number of volunteers required
- Identify the skills already in the organisation
- Introduce innovative recruitment strategies to find new volunteers both internally and external to the organisation.

- **Think outside the box and look to new sources of volunteers.**
- Outline and communicate the roles and responsibilities of the volunteers and the organisation
- Identify the training needs of the volunteers
- Find training opportunities
- Identify the on-going day-to-day support that will be provided
- Put in place recognition strategies

### **How can we define training that is crucial elements in guaranteeing that the volunteers would succeed in their mission?**

There are the variations in the type of education and training opportunities provided to volunteers in Europe. These are range introductory training, on-going and advanced training, peer volunteer support, mentoring schemes and specialist training. We need to develop training offered by the national voluntary association/sport associations focused not only on enhancing the skills of volunteers but also on strengthening organisations' management capacity as well as their relationship and communication with volunteers.

There is no doubt that our society and community values have changed. As a result, it is, and will continue to be, difficult to attract and educate volunteers. There is definitely no "quick fix" solution that will bring people to volunteering!

Sport organisations make volunteer management more of a priority and meet their volunteer needs in a more coordinated and planned approach by developing education for volunteers. They respond to change and recognise the trends.

### **Sharing information and knowledge**

**+ learning by doing**

**+ getting skills**

**Is the way to grow together!**

We need to define training that includes following priorities:

- Social competences
- Methodological skills
- Project management
- Policy making abilities
- Volunteer and staff management



## *Highlights from Workshop 3*

### *Management in volunteering!*

#### **What is the model that enables the development of effective volunteering that meets the organization needs?, Jani Ovsenik, Sports Union of Slovenia, Slovenia**

Many different factors influence on Volunteering model that meets the organizational needs:

- \* economical system
- \* education (home and school)
- \* political system (democratic, one party...)
- \* religion, culture (values)
- \* social environment (distribution of wealth)
- \* ....

We know many different models that work(ed) in special conditions. Here are 3 examples:

#### **Former socialistic (Yugoslavia) model and its system values:**

- \* Society is the most important
- \* Equivalency
- \* Correlation
- \* Solidarity

#### **Neo liberal model and its values:**

- \* Individual is the most important
- \* Profit
- \* Competition
- \* Free market

#### **Co-operative model and its values:**

- \* Solidarity
- \* Participation
- \* Social network



Following the sentence: **“Reasonable man adopts himself to the world he is living, Unreasonable man adopts the world to himself. Therefore all the progress depends on Unreasonable man.”**

I have very important question: What kind of persons are Volunteers - Reasonable or Unreasonable???

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**“What kind of management can empower volunteers to fulfil their potential and meet their own needs?”**

**Bjoern Koehler, Special Olympics Europe/Eurasia, Belgium**



**The Volunteer management model above is designed to be applicable on both regional and national level.**

**The goals of the volunteer management model are:**

1. Identification of specific needs of SOEE/national program in terms of volunteer quality and quantity for different operational and connectional disciplines in the organization
2. Recruitment of volunteers with specific expertise and background addressed to the needs of SOEE and national programs



3. Training and development opportunities for volunteers within the organization as well as promotion of volunteering as a benefit and capacity building initiative within the organization
4. Recognition and developing of certain volunteer skills and accomplishments. Volunteer activities in SO as a contribution for the professional life and development of the volunteers through certificates or Licenses
5. Tracking of volunteers and volunteer activities as well as tracking and assessment of the value of volunteer work

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### **The background for discussion in workshop 3:**

Volunteers need to be managed strategically by a professional volunteer manager who can ensure that the volunteers' needs are being met, and that the role they are fulfilling is of use to staff and beneficiaries. There is no one-size-fits-all approach to volunteer management. The size of the organization, the number of volunteers and the type and complexity of roles being offered will all impact on the model most appropriate.

What is the model that enables the development of effective volunteering that meets the organization needs?

What kind of management can empower volunteers to fulfil their potential and meet their own needs?

Which model does enable volunteer managers to access appropriate support?

### **What is the model that enables the development of effective volunteering that meets the organization needs?**

*" Two out of five volunteers stopped volunteering because of poor management practices.",  
Managing Volunteers: A Report from United Parcel Service, 1998.*

Competent leaders and managers build organizational capacity to maximize volunteer resources to meet organizational needs. Sport organizations need meeting this challenge. They must develop or enhance their capacity (skills, knowledge and abilities) to effectively recruit, focus, and support volunteer resources.

### **The model for effective volunteering must be design on local and national level following activities:**

- Identification of needs of organizations in terms of volunteers quality and quantity in the organization
- Recruitment of volunteers with specific expertise and background addressed to the needs of organizations
- Education and training for volunteers within the organization as well as promotion of volunteering as a benefit and capacity building initiative within the organization



- Recognition of volunteering and of certain volunteer skills
- Developing the tracking system of volunteers and volunteer activities as well as tracking and assessment of the value of volunteer work

**What kind of management can empower volunteers to fulfil their potential and meet their own needs?**

*"Volunteers need good reasons to doing the tasks." By Helen Little from "Volunteers: How to Get Them, How to Keep Them "*

*"If work is not meaningful, do not ask volunteers to do it. Volunteers need to know that their contribution is important. They find time to work on projects that contribute to goals that they support. They are motivated when they gain in some way—a new skill, new relationships, a feeling that what they did made a difference. Volunteers are more likely to complete tasks and do so on time when they know that others are counting on them."*

**Volunteers needs:**

- to get important tasks
- a specific manageable task with a beginning and an end
- a task that matches interests and reasons for volunteering
- a good reason for doing the task.
- to know that they are selected as the best person for the job
- to get well-developed action plan with the overall project goals and objectives, steps that will be taken, the person responsible for each action, and the deadline for completion.
- written instructions.
- a reasonable deadline for completing the task.
- a freedom to complete the task when and where it is most convenient for the volunteer.
- everything necessary to complete the task without interruption.
- adequate training
- a safe, comfortable, and friendly working environment.
- follow-up to see that the task is completed.
- an opportunity to provide feedback when the task is finished.
- appreciation, recognition, and rewards that match the reasons for volunteering.

**Which model does enable volunteer managers to access appropriate support?  
What is good support for volunteer managers?**

Managers` best support and needs are:

- a clear and understood mission statement
- a shared vision which sets out where the organisation is going in the short and long term
- a committed and skilled team
- resources available to ensure that the organisation achieves its aim and objectives
- an appropriate training, support and supervision programme for staff
- funding to achieve goals
- good decisions
- leadership
- understanding of, and commitment to, the ethos of volunteering
- understanding of what motivates each volunteer



## Highlights from Workshop 4

### VIP – Very important persons identified:

### TOP BARRIERS TO VOLUNTEERING and EUROVOLNET SOLUTIONS

Barriers	Solutions
<p><b>Recruitment</b></p> <ul style="list-style-type: none"> <li>• Getting the right people for the right job</li> <li>• Retaining volunteers</li> <li>• Job description from the organisation</li> <li>• Not receiving transparent information from professional leaders</li> <li>• Disuse of their work for profitable reasons</li> <li>• Too demanding expectations of the organisation (too many, too complex, too time exhausting fortes)</li> <li>• To keep volunteers for long period</li> <li>• Unclear about what the volunteering job consists of</li> </ul>	<p><b>Recruitment</b></p> <ul style="list-style-type: none"> <li>• Policy which includes a recruitment process</li> <li>• Clear task/job descriptions for limited 'Time windows'- with an option to proceed</li> <li>• Determination and then say what are the organisations needs</li> <li>• Writing job description</li> <li>• Interviewing the volunteers on their expectations</li> <li>• Effective conversation and the matching of description and expectations</li> <li>• Be better to describe the job</li> <li>• Be better to describe what's in the role</li> <li>• Create a website (or open a space in the club's website) with regularly updated information</li> <li>• Show that there are simple jobs; mentoring, motivating</li> <li>• Good Communication</li> <li>• Transparency about what we ask of them</li> <li>• Creating opportunities to become involved</li> </ul>
<p><b>Time</b></p> <ul style="list-style-type: none"> <li>• Lack of time</li> <li>• Less time to high working demands</li> <li>• Having responsibilities and obligations</li> <li>• Lack of time (especially middle-aged category)</li> </ul>	
<p><b>Professional/Personal Development</b></p> <ul style="list-style-type: none"> <li>• Lack of skills</li> <li>• Capacity</li> <li>• Impossibility</li> <li>• Not enough/ no skills for the job</li> <li>• Lack of interest and motivation</li> <li>• Fear of not meeting the requirements in the long run in terms of time and knowledge that is necessary</li> <li>• Lack of confidence</li> <li>• Feeling incompetent</li> <li>• Don't realise how useful they can be</li> </ul>	<p><b>Professional/Personal Development</b></p> <ul style="list-style-type: none"> <li>• Recognitions/rewards for growth and development</li> <li>• Training guidelines</li> <li>• Recognition, development, opportunities, participation, empowerment</li> <li>• Recognition of the volunteer in the work place</li> <li>• Training and educating</li> <li>• Certificate of skills gained</li> <li>• Medical proofs gain</li> <li>• Give them a voice (listen to them)</li> <li>• Worship volunteers</li> <li>• Recognising work accordingly</li> </ul>

<b>Barriers</b>	<b>Solutions</b>
<b>Expectation</b>	
<ul style="list-style-type: none"> <li>• Job expectation of the volunteer</li> <li>• Afraid of the amount of work (if you offer a lot they will take your whole day)</li> </ul>	
<b>Financial</b>	<b>Financial</b>
<ul style="list-style-type: none"> <li>• Lack of stable financial situation (for young people)</li> <li>• High educational costs</li> <li>• Socio-economic barriers</li> </ul>	<ul style="list-style-type: none"> <li>• Funding (state)</li> <li>• Taxes on volunteers deducted</li> <li>• Taxes for volunteers</li> </ul>
<b>Social</b>	
<ul style="list-style-type: none"> <li>• Socio-economic barriers</li> <li>• Low social status</li> <li>• Public recognition on a higher level</li> <li>• Attitudes in society</li> </ul>	
<b>Community</b>	<b>Community</b>
<ul style="list-style-type: none"> <li>• Individualism of young people</li> <li>• Supporting young people to respect each other</li> <li>• Low welfare in the society- no raw material for volunteering</li> <li>• Working with all organisations within the community</li> <li>• Lack of community- minded culture</li> </ul>	<ul style="list-style-type: none"> <li>• Promotion of volunteering</li> <li>• Increasing social spirit in schools</li> <li>• Use social networks</li> <li>• Widespread information about volunteering</li> <li>• Making the society 'open' to the role of volunteering</li> <li>• Better recognition in communities, media, and government spheres</li> <li>• Government attitude</li> <li>• Cross sectional cooperation and media coverage</li> <li>• Bringing people together</li> <li>• Get a community to work and support each other</li> <li>• More work and recognition for young people</li> <li>• Creating or organising motivational tools and events (for adults)</li> </ul>
<b>Information about opportunities</b>	
<ul style="list-style-type: none"> <li>• Access to volunteer activities</li> <li>• Not enough information about volunteering opportunities</li> <li>• Lack of information about the contribution of volunteering</li> <li>• No clear view about the tasks</li> <li>• Information for volunteers</li> </ul>	

## **VIP – Very important persons identified:**

### **THE TOP 50 OPPORTUNITIES FOR EUROPEAN VOLUNTEERS!**

#### **Personal and professional development**

- Training
- Skills, knowledge and experiences
- Teamwork
- Improve communication abilities
- To use their skills
- To develop skills
- To be comfortable with the tasks allocated
- Development of individual skills
- Contribution to the CV
- Benefits of certificates and licenses
- Appropriate system of education
- New challenges
- Implementation educational measures and training



#### **Social well being**

- Inclusion and integration
- Contribution to an organisation for the values
- Develop or create other social networks
- Build confidence in relationship
- In a world where people enjoy a certain degree of 'welfare' create added value on 'well-being'
- Improving social competencies
- Increasing experience of dealing with all kinds of people
- Social network visibility
- New perspectives
- Stronger inclusion in communities
- A sense of contributing to society
- Influence
- Compensation of professional life
- Demographic: ageing society = more time fewer money problems, wants to be involved, a lot to give back/transfer
- Political will: ready to listen and even though it is a long lasting step it will sooner or later turn into action if we took the opportunities
- Society; search for more meaning
- Meeting people
- Helping others
- Possibility to make contacts and enrich personal development (for young people)
- Occupation of free time after retirement (adults)
- Empowerment of older population

#### **Community outreach/marketing**

- Informing different target groups according to the way the information can best reach them
- Multiple impact of volunteering for communities
- To change the attitudes in society
- Recruitment
- Volunteers should have a clear idea of the role

## **Organisational**

- Improving policies
- Implementation of a strategic plan

## **Corporate**

- Some big companies make investments into volunteer training and after the training they can take volunteers instead of fully paid workers

## **Financial**

- To stimulate volunteering by governments- tax reductions

## **Report was prepared by EuroVolNet Seminar team:**

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## **based on discussion and contribution of EuroVolNet Seminar Participants and project partners:**

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Vlaamse Sportfederatie vzw  
German Olympic Sports Confederation  
SALSC, Scotland  
Special Olympics Europe/Eurasia  
Sports Union of Slovenia  
Danish Gymnastic Association  
DTB, Germany  
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