

Establishing a European Framework of Skills for Volunteer Coordinators

1. Introduction

After three transnational meetings, after learning about those skills and competences Volunteer Coordinators from three partner organisations often lack of and after viewing the training materials of three partner organisations, all partners concluded that:

Firstly, so far the skills and competences project partners expect from Volunteer Coordinators and which of those skills and competences Volunteer Coordinators often lack of are mostly transversal skills and are very similar among project partners.

Secondly, even though most project partners have developed their own training materials and all of them carry out their own training, project partners realised that those materials are very specific to the field of each organisation. It also became clear that those training materials failed to deliver the transversal skills each organisation expected from their Volunteer Coordinators.

Therefore, project partners realised that they are facing the same challenges within their respective organisations but none of them were really sure how to solve it.

As a result, project partners felt further activities had to be put in place in order to increase the impact of the project on the partner organisations and in Europe in addition to the activities already planned. This included a research in each organisation to help project partners set up a list of standard classification and common skills framework (a list of common terms) and to establish a European Framework of skills for Volunteer Coordinators. This list is representative of the most sought after skills and competences by employers of Volunteer Coordinators and the skills and competences Volunteer Coordinators often lack

Research took place in each organisation and project partners set up a list of standard classification and common skill framework to work towards a European Framework of skills for Volunteer Coordinators.

2. Completed questionnaires

Questionnaire

Plataforma Andaluza de Voluntariado

1- Please describe the different profiles/categories of Volunteer Coordinators in your organisation.

Members of Board: President, Vice president, Secretary and Treasurer.

Volunteer Coordinators: Professional paid Volunteer Coordinators

Trainers of Volunteer Coordinators and of volunteers: Professional paid Volunteer Coordinators and freelancers

2- For each profile/category of Volunteer Coordinator please list their tasks/roles within your organisation.

Members of Board: Representation, building strategy, financial planning, establishing objectives.

Volunteer Coordinators: Developing and managing projects involving volunteers, partnership building, representing the organisation at specific event.

Trainers of Volunteer Coordinators and of volunteers: Training current or future volunteer coordinators.

3- For each task/role please list the skills and competences your organisation expects from the Volunteer Coordinators.

Members of Board:

- To know the legal and organisational framework which applies to voluntary organisations.
- To have empathy, flexibility, leadership and to be committed to the organisation.
- To be organised.

Volunteer Coordinators:

- To know the legal and organisational framework which applies to voluntary organisations.
- To be able to define the tasks and roles of the volunteers (To be organised).
- To be able to delegate work wisely and efficiently to the volunteers.
- To have strong team-working skills.
- To have practical experience of what it means to be a volunteer.

- To have empathy, flexibility, leadership and to be committed to the organisation.
- To be organised.

Trainers of Volunteer Coordinators and of volunteers:

- To know the legal and organisational framework which applies to voluntary organisations.
- To be able to define the tasks and roles of the volunteers (To be organised).
- To have practical experience of what it means to be a volunteer.
- To have leadership and to be committed to the organisation.

4- For each skill and competence please provide a detailed description of what it entails (definition).

- **Legal and organisational knowledge applicable to voluntary organisations:** To know and understand well the voluntary sector and all things related to running a voluntary organisation and/or voluntary activities.
- **Organisational skills:** The ability to use your time, energy, resources, etc. in an effective way as well as the time, energy, resources, etc. of others.
- **Delegation skills:** The assignment of responsibility to another person to carry out specific activities.
- **Team-working skills:** The process of working collaboratively and cooperating with a group of people using each other's individual skills in order to achieve a goal.
- **Experience as a volunteer:** To have acquired knowledge after having witnessed and put in practice how to do a practical task.
- **Empathy:** To place yourself in the shoes of another person and analyse the situation from their point of view.
- **Flexibility:** The willingness to change, compromise or adapt according the situation.
- **Leadership:** The ability to give direction to a group of people or an organisation.
- **Commitment:** the state or quality of being dedicated to a cause, activity, etc.

5- Out of the skills and competences your organisation expects from Volunteer Coordinators for each task/role, please list which of those skills and competences they often lack of.

- Lack of experience as a volunteer.
- Lack of the ability to act as a leader instead of a boss: VC are another member of the organisation whose work is to coordinate.
- Lack of previous training related to conflict resolution and issues related to volunteers.
- Lack of the ability to delegate tasks to other volunteers and, instead, thinking that “one can do it all”.

6- Please describe the training your organisation provides to your Volunteer Coordinators, in particular:

- **The format of the training provided (formal, non-formal, ...).**

Mostly non-formal.

- **The length (1 hour, 1 day...) of the training.**

Between 6 and 12 weeks

- **The frequency of the training (once a week, once a year...).**

Weekly

- **Does your organisation use e-learning and/or classroom learning for the training of its Volunteer Coordinators?**

Most of the training is delivered through e-learning tools. We have an e-learning platform and is using it to carry out virtual courses in the fields of volunteering and social entities management.

- **Does your organisation develop its own training material (partially or totally)? If your organisation uses training material developed by others, where does your organisation obtain such materials?**

The organisation develops its own materials and complement it with materials developed by others. Normally we get these materials from the national umbrella organisation.

- **Does your organisation deliver some or all of the training to its Volunteer Coordinators or do you have a separate organisation as training provider?**

We deliver most of the training ourselves and sometimes hire freelances.

7- Please describe the difficulties your organisation has faced when providing training to your Volunteer Coordinators.

The cost of developing and delivering good quality training.

8- Please explain what you think are the reasons why the training your organisation provided failed to teach to Volunteer Coordinators the skills and competences they often lack of.

Lack of resources, time and expert knowledge in pedagogical methods.

Questionnaire

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Gantalcalá

1-Please describe the different profiles/categories of Volunteer Coordinators in your organisation.

President and board

Regional coordinators

Long-term volunteers

2- For each profile/category of Volunteer Coordinator please list their tasks/roles within your organisation.

- **President and board:** representing / setting goals / financial control / control role / provider of stimuli / controlling and monitoring of budgets / preparation of financial statements / Management of budget of the projects
- **Regional coordinators:** providing training to volunteers and volunteers coordinators / management of the project team / coordinating, task delegating and monitoring progress of the implementation of project / taking care of the image of the organization, lobbying / cooperating with the team and with the internal and external environment of the organization / organization and monitoring of training / carrying out training / supervising the implementation of training / cooperation with long-term volunteers
- **Leaders / Long-term volunteers:** Recruitment of team Leaders and volunteers / organization of training and training teams / delegating tasks and managing volunteers / reporting / organizing project activities in the local community

3- For each task/role please list the skills and competences your organisation expects from the Volunteer Coordinators.

- **President and board:** understanding of strategy/concept, management skills for non-profit organisations, team building, planning and organization of work, monitoring of team activities, decision making, delegation, motivation, leadership, project management skills, openness to change, professionalism, self-organization, self-reliance, diligence, accuracy, accountability and result orientation, professionalism; substantive knowledge in finance.
- **Regional coordinators:** project team management, ability to motivate, planning and organization of work, monitoring and decision making, accountability, focus on the person and work, full of energy, persistent in pursuit of the goal, professionalism

- **Leaders / Long-term volunteers:** team building, communication, commitment, commitment, accuracy, conscientiousness, attitude to work

4- For each skill and competence please provide a detailed description of what it entails (definition).

- **President and board:**

Team building: is the use of different types of interventions that are aimed at enhancing social relations and clarifying team members' roles, as well as solving tasks and interpersonal problems that affect team functionality

Monitoring: Supervising activities in progress to ensure they are on-course and on-schedule in meeting the objectives and performance targets.

Decision making is regarded as the cognitive process resulting in the selection of a belief or a course of action among several alternative possibilities. Every decision-making process produces a final choice that may or may not prompt action. Decision-making is the study of identifying and choosing alternatives based on the values and preferences of the decision maker.

Project management skills: is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements.

Self-organization: components or elements in a purposeful (non-random) manner, under appropriate conditions but without the help of an external agency. It is as if the system knows how to 'do its own thing.'

Accountability: The obligation of an individual or organization to account for its activities, accept responsibility for them, and to disclose the results in a transparent manner. It also includes the responsibility for money or other entrusted property.

- **Regional coordinators:**

The ability to motivate: engaged, his actions inspire others to act, he has good contact with others, is seen as an authority, is able to mobilize others to change and personal development

Planning and organization of work: is able to define their own goals and employees know and understand the characteristics of effective team, and the phenomenon of group dynamics

Monitoring and decision-making: distinguishes monitoring of controls, knows what the parameters used to monitor and how to manage them, can monitor the schedule, products and stakeholders of the project, its decisions are independent

Delegate: can delegate tasks based on the comfort of others, acceptance and cooperation

Motivation: it has the necessary knowledge on types of management styles including the motivation and coaching style, possesses the necessary competencies to provide valuable feedback

Leadership: can inspire, understand the essence of leadership based on different management models.

- **Leaders / Long-term volunteers:**

Communication: abilities in the areas of language understanding, communicating expressively, and practical language skills

Commitment: a promise to do or give something, a promise to be loyal to someone or something, the attitude of someone who works very hard to do or support something

Accuracy: the condition or quality of being true, correct, or exact; freedom from error or defect; precision or exactness; correctness.

5- Out of the skills and competences your organisation expects from Volunteer Coordinators for each task/role, please list which of those skills and competences they often lack of.

- Volunteer VC often lack of time
- Age/gender: Usually too young and women
- Flexibility
- Lack of commitment due to lack of time
- Languages skills (English). We have many European projects to coordinate
- Lack of self-initiative

6- Please describe the training your organisation provides to your Volunteer Coordinators, in particular:

- **The format of the training provided (formal, non-formal, ...).**

We use Non formal training methodologies for our VC trainings

- **The length (1 hour, 1day...)of the training.**

Usually are developed on weekends, from Friday to Sunday.

- **The frequency of the training (once a week, once a year...).**

It depends of the project. If the project is developed during all the year we organize training courses for VC three times (Each four months).

- **Does your organisation use e-learning and/or classroom learning for the training of its Volunteer Coordinators?**

Yes, we use e-learning methodologies for the VC training courses. We have our MOODLE platform.

- **Does your organisation develop its own training material (partially or totally)? If your organisation uses training material developed by others, where does your organisation obtain such materials?**

We have our own training materials for specific projects, but most of the materials are from other organizations with more experience in this field.

- **Does your organisation deliver some or all of the training to its Volunteer Coordinators or do you have a separate organisation as training provider?**

All training is developed by Gantalcalá Association. We do not use the external training organization to organize and conduct the training.

7- Please describe the difficulties your organisation has faced when providing training to your Volunteer Coordinators.

- A limited budget for host the participants one weekend.
- Logistics of training: As our organization is registered at National level, it is difficult to travel to Sevilla (Our main office) just for a weekend.
- Lack of time for meet with all the VC.

8- Please explain what you think are the reasons why the training your organisation provided failed to teach to Volunteer Coordinators the skills and competences they often lack of.

- Volunteer VC often lack of time
- Age of VC: Usually too young and they have too much things to do. It is difficult to meet for a training.
- Lack of commitment due to lack of time
- Languages skills (English). We have many European projects to coordinate and to teach English language it is not easy in a short period of time.
- Lack of self-initiative: this skill it is difficult for be developed in a short training course

Questionnaire

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Stowarzyszenie WIOSNA

1-Please describe the different profiles of those within your organisations who organise and manage your volunteers.

Director of the Department

Finance Manager

PR Specialist

Recruitment Manager

Training Coordinator/Specialist

Logistic Coordinator/Specialist

National Coordinator

Regional Coordinator

Leader of the region

Team leader

2- For each profile listed in point 1, please indicate their tasks within your organisation.

a) Director of the Department:

- managemt of the project team
- coordinating, task delegating and monitoring progress of the implementation of project
- taking care of the image of the organization, lobbying
- cooperating with the team and with the internal and external environment of the organization

b) Finance Manage:

- Current settlement of project and budget analysis
- controlling and monitoring of budgets
- preparation of financial statements
- Managemt of budget of the projects

c) PR Specialist

- Coordinating of PR and fundraising activities in the organization and in each region
- Cooperating with media
- Text editing
- Organising events

d) Recruitment Manager:

- organization and carrying out recruitment
- contact and service beneficiaries

- preparing the necessary documents recruitment
 - supervision and monitoring of the activities of recruitment
- e) Training Coordinator/Specialist:
- organization and monitoring of training
 - carrying out training
 - supervising the implementation of training
 - cooperation with regional coordinators / leaders
- f) Logistic Coordinator/Specialist
- Service of direct beneficiaries
 - Technical organization for the implementation of task
 - distribution and transport of necessary materials
- g) National Coordinator:
- management of human resources in the regions (the whole of Poland)
 - monitoring of ongoing activities in regions
 - management of quality of work in regions
- h) Regional Coordinator:
- building and management structure of volunteers in the region
 - coordinating the activities of the province and region (recruitment, training, evaluation)
 - monitoring over the documentation flow in regions
- i) Leader of the region:
- Recruitment of team Leaders and volunteers
 - organization of training and training teams
 - delegating tasks and managing volunteers
 - reporting
 - organizing project activities in the local community
- j) Team leader:
- Zarządzanie zespołem wolontariuszy
 - Managing a team of volunteers

3- For each task listed in point 2, please indicate the necessary skills to carry out that task.

- a) Director of the Department: team building, planning and organization of work, monitoring of team activities, decision making, delegation, motivation, leadership, project management skills, openness to change, professionalism
- b) Finance Manager: self-organization, self-reliance, diligence, accuracy, accountability and result orientation, professionalism; substantive knowledge in finance
- c) PR Specialist: independence, communication, creativity, ease of establishing and maintaining contacts, professionalism, substantive knowledge PR and fundraising

- d) Recruitment Manager: professionalism, creating and taking care of the relationship, the attitude of the person motivating attitude, substantive knowledge in the field of HR
- e) Training Coordinator/Specialist: team building, planning and organization of work, communication, focus on the person and cooperation with others, motivating attitude, professionalism
- f) Logistic Coordinator/Specialist: commitment, responsibility, diligence, focus on cooperation, professionalism
- g) National Coordinator: project team management, ability to motivate, planning and organization of work, monitoring and decision making, accountability, focus on the person and work, full of energy, persistent in pursuit of the goal, professionalism
- h) Regional Coordinator: team building, communication, commitment
- i) Leader of the region: commitment, accuracy, conscientiousness, attitude to work

4- For each skill listed in point 3, please provide a detailed description of what it entails (definition).

In WIOSNA Association have an internal model of key competences divided into relational competence (in relation to the environment); theoretical competences, functional (hard competencies associated with a specialization in the industry). They are assigned respectively, depending on the position. By following the competencies we mean:

- **responsibility**: responsibility for themselves, for others, the objectives and the quality of work
- **engagement**: activity, the ability to sacrifice, replace ideals into action
- **Communication**: freedom in establishing contacts, "glibness - written and oral fluency
- **Professional / orientation on the result**: professional preparation to the topic, what matters is the end result for him, he likes to see the results of their work, have defined goal;
- **The ability to motivate**: engaged, his actions inspire others to act, he has good contact with others, is seen as an authority, is able to mobilize others to change and personal development
- **attitude to the person / collaboration with others**: people with him feel comfortable, they know that their work is appreciated, they can turn to him for help and advice, trustworthy, in the center puts human acceptance, comprehensive look at the man
- **perseverance in pursuit of the goal**: he has the vision of the goal, he overcomes obstacles
- **motivating attitude**: can submit a job in WIOSNA Association as an attractive, to arouse interest in the activities and develop the right attitude for the candidate
- **Conscientiousness**: performs the duties assigned to him is careful, thorough, complies with the established order and rules, can make independent decisions
- **Full of energy/ creativity**: does not work on the basis of known patterns, looking for new solutions, likes challenges, he likes to work, postures and gestures testify to their enthusiasm

- **Self-organization:** everyone should be the boss in itself, capable of self-management
- **openness to change:** it is proactive, not afraid of change, it is understood that they are an integral part of the organization
- **team building:** he knows recruitment standards in the organization, he can make and develop a profile of the position searched and verify the competence during the recruitment process, he understand the standards of staff turnover
- **planning and organization of work:** is able to define their own goals and employees know and understand the characteristics of effective team, and the phenomenon of group dynamics
- **monitoring and decision-making:** distinguishes monitoring of controls, knows what the parameters used to monitor and how to manage them, can monitor the schedule, products and stakeholders of the project, its decisions are independent
- **delegate:** can delegate tasks based on the comfort of others, acceptance and cooperation
- **motivation:** it has the necessary knowledge on types of management styles including the motivation and coaching style, possesses the necessary competencies to provide valuable feedback
- **Leadership:** can inspire, understand the essence of leadership based on different management models

5- Out of the skills listed in point 3, please list which of those skills those who organise and manage volunteers often lack of.

- Delegation (extensive management structure);
- Providing valuable feedback - its forms and methods;
- Planning of activities - based on previous events, so as not to duplicate the solutions already developed;
- Monitoring and implementation of good practice;
- Decision-making due to the large dispersion of action;
- Project management and management of the team - often in a team consisting of young people - intuition often takes precedence over professional

6- Please describe the training your organisation provides to those listed in point 1 (those who organise and manage your volunteers), in particular:

- **The format of the training provided (formal, non-formal, ...).**

Training organized for people working in regional structures SW is more formal training. Each course has a plan, a purpose and an indication of what trainees need to learn or what changes in attitude should occur after the training.

- **The length (1 hour, 1day...) of the training.**

Most of the training organized by the WIOSNA are a 2-day training, usually are at weekends. The participants come from all over Poland to one city on Friday - then when there is an integration part of the training. And on Saturday and Sunday is the proper training.

- **The frequency of the training (once a week, once a year...).**

As a rule, the training takes place 2 times during each project:

- At the beginning of the project (introduction to the project and motivating, shaping appropriate attitudes of participants)
- At the end of the project (as a summary of the project, to gather recommendations for the next editions)

- **Does your organisation use e-learning and/or classroom learning for the training?**

As a rule, training are stationary. We do not use e-learning methods for the Volunteer. E-learning training are used as a supplement to training for volunteers.

- **Does your organisation develop its own training materials (partially or totally)? If your organisation uses training materials developed by others, where does your organisation obtain such materials?**

Training materials are prepared and developed by trainers and experts cooperating with the WIOSNA Association.

- **Does your organisation deliver some or all of the training or do you have a separate organisation as training provider?**

All training is conducted by WIOSNA Association. We do not use the external training company to organize and conduct the training.

7- Please describe the difficulties your organisation has faced when providing training to those listed in point 1 (those who organise and manage your volunteers).

Główne trudności w organizacji szkoleń to:

- a) a limited budget - often do not have the possibility to invite outside experts as external trainers due to budget cuts, most of the training we do "own resources", which charges the team and may adversely affect the quality of training
- b) logistics of training and the attitude of participants - due to the limited budget we usually do large training (for a large number of participants) in Krakow, where we have established a lot of cooperation, with hostels or catering companies. For participants from across the Poland would be more convenient if they have the possibility to choose the place of training for example in the southern or central Poland. This could increase the motivation of participate in taking part in the training and reduced the likelihood of delays, when some of the people instead of the Friday afternoon arrives, for example on Saturday morning
- c) training for staff in the main office in Krakow - due to the high workload of each employee, never really have a good time for the implementation of training.

8- Please explain what you think are the reasons why the training your organisation provided failed to teach to those listed in point 1, the skills they often lack of.

Skills that require specialized and are often difficult to learn in a short time. The basic difficulty is a short period of training.

Questionnaire

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SPORTUNION Tirol

1-Please describe the different profiles of those within your organisations who organise and manage your volunteers.

Members of Board "Präsidium"

President, Vicepresident, finance expert, chief executive, district adviser, 10 advisers for special topics

Profession staff

Chief executive, assistant, new media/service, finance, academy, 3 project coordinators

Long-term volunteers "Spartenreferenten"

36 sport advisor

Volunteers in the sport clubs (450 sport clubs)

Board of the sport clubs (head, finance, secretary of the board)

Trainers

2- For each profile listed in point 1, please indicate their tasks within your organisation.

Members of Board "Präsidium"

representant / setting goals / financial control / control role / provider of stimuli

Profession staff

take care of managing budgets and expenditure / planning activities / providing training to volunteers / service center for the sport clubs / projects for kids, youth, health.../ events / competitions

Long-term volunteers "Spartenreferenten"

Expert for one type of sport (f. e. expert for football, expert for swimming..)

Contact person for the sport clubs / events / competitions

Volunteers in the sport clubs

Board of the sport clubs: representant /setting goals /budget / planning activities / events / competitions

Trainers: sport program and courses

3- For each task listed in point 2, please indicate the necessary skills to carry out that task.

Representant

- excellent information in all areas
- the ability to speak in front of an audience
- positive dealings with people

setting goals

- leadership
- understanding of strategie/concept
- management skills for non-profit organisations

financial control

- understanding of finance (non-profit)
- controlling tools

control role

- knowledge about all areas

provider of stimuli

- provide ideas
- open mind
- creativity

take care of managing budgets and expenditure

- management/financial know how

planning activities

- leadership
- project management
- coordination

providing training to volunteers

- know how, what they need
- methodical and didactic skills

service centre for the sport clubs

- associations law
- legal framework

- finance framework
- insurance
- organisation framework
- education

projects for kids, youth, health....events / competitions

- project management
- information
- know how for the target group and sport discipline
- communication skills

Expert for one type of sport (f. e. expert for football, expert for swimming..), Contact person for the sport clubs

- Know how of a sport discipline
- Communication skills
- positive dealings with people

Sport program

- methodical and didactic skills
- sport know how
- communication skills

4- For each skill listed in point 3, please provide a detailed description of what it entails (definition).

I hope, the skills listed in point 3 are clear and you know what it entails

5- Out of the skills listed in point 3, please list which of those skills those who organise and manage volunteers often lack of.

excellent information in all areas

the ability to speak in front of an audience

positive dealings with people

leadership

understanding of strategie/concept

management skills for non-profit organisations

understanding of finance (non-profit)

controlling tools

knowledge about all areas

provide ideas

open mind

creativity

management/financial know how

project management

coordination

know how, what they need

associations law

legal framework

finance framework

insurance

organisation framework

education

project management

information

know how for the target group and sport discipline

communication skills

know how of a sport discipline

methodical and didactic skills

6- Please describe the training your organisation provides to those listed in point 1 (those who organise and manage your volunteers), in particular:

- **The format of the training provided (formal, non-formal, ...).**

group 1: the board of the sports club - workshops, e-learning, sportmanager licence 1

group 2: sport trainer: e.g. dance workshop (to learn new things), "Übungsleiter" first level trainer (with this certificate it is allow to perform sport lessons, programs in the sports clubs) → official certificate

- **The length (1 hour, 1day...) of the training.**

Group 1: workshop: 3 hours, sportmanager licence 1: 60 hours

Group 2: workshop: 3 up to 6 hours, first level trainer "Übungsleiter" 40 hours

- **The frequency of the training (once a week, once a year...).**

No mandatory participation

- **Does your organisation use e-learning and/or classroom learning for the training?**

both

- **Does your organisation develop its own training materials (partially or totally)? If your organisation uses training materials developed by others, where does your organisation obtain such materials?**

We develop own training materials partially

Others:

- commission/ministry of sport, finance, law, health, education
- from other sport federations

- **Does your organisation deliver some or all of the training or do you have a separate organisation as training provider?**

We deliver some of the training

Separate organisation:

BSPA: national sport academy (public institution), responsible for level 2 and 3 the official instructors and trainers

Level 1: "Übungsleiter" / Level 2 "Instructor" / Level 3 "trainer"

Other sport organisations and private companies (workshops,....)

7- Please describe the difficulties your organisation has faced when providing training to those listed in point 1 (those who organise and manage your volunteers).

No mandatory participation, time problem

8- Please explain what you think are the reasons why the training your organisation provided failed to teach to those listed in point 1, the skills they often lack of.

lack of time

lack of open mind

lack of communication/coordination

No mandatory participation

Questionnaire

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Nëus Jëuni Gherdëina

1- Please describe the different profiles/categories of Volunteer Coordinators in your organisation.

"volunteer" Volunteer Coordinator: family and friends, participants of activities offered, interested in activities

Employed Volunteer Coordinators: Selected among volunteers or through traditional methods such as ads in local newspaper, radio, online...

2- For each profile/category of Volunteer Coordinator please list their tasks/roles within your organisation.

"volunteer" Volunteer Coordinator: Supporting Employed Volunteer Coordinators in the management of projects involving volunteers

Employed Volunteer Coordinators: Development and management of projects involving volunteers, writing applications for funding and reporting to granting bodies, providing training to volunteers, reporting to the members of the board, ...

3- For each task/role please list the skills and competences your organisation expects from the Volunteer Coordinators.

For both groups the expected skills and competences are:

- Teamwork
- Interest in topic
- Flexibility
- reliability
- commitment

4- For each skill and competence please provide a detailed description of what it entails (definition).

Each skill and competence are self explanatory.

5- Out of the skills and competences your organisation expects from Volunteer Coordinators for each task/role, please list which of those skills and competences they often lack of.

Efficient coordination of events and projects (no learning from previous editions)

Difficulty in knowing what to delegate and what not to

Difficulty in compliance with law

Volunteer VC often lack of time

6- Please describe the training your organisation provides to your Volunteer Coordinators, in particular:

- **The format of the training provided (formal, non-formal, ...).**

Both

- **The length (1 hour, 1 day...) of the training.**

Vary depending on the training and the target of the training.

- **The frequency of the training (once a week, once a year...).**

Vary depending on the training and the target of the training.

- **Does your organisation use e-learning and/or classroom learning for the training of its Volunteer Coordinators?**

Classroom learning and other non-formal learning environments such as : Experience of others, Self studying and learning by doing, Networking and exchange within organization and NJG, Visiting other regional organizations with similar activities,...

- **Does your organisation develop its own training material (partially or totally)? If your organisation uses training material developed by others, where does your organisation obtain such materials?**

Both. For training materials developed by others these take the form of seminars offered by some of our networks such as Jukas.

- **Does your organisation deliver some or all of the training to its Volunteer Coordinators or do you have a separate organisation as training provider?**

See above.

7- Please describe the difficulties your organisation has faced when providing training to your Volunteer Coordinators.

Lack of resources and funding for our organisation to organise formal training. Lack of time to dedicate to training for employed VC (to busy with day to day activities).

8- Please explain what you think are the reasons why the training your organisation provided failed to teach to Volunteer Coordinators the skills and competences they often lack of.

Volunteer VC often lack time and commitment.

Difficulties to re use the lesson learned (learn from experience).

Some skills require time to learn and depend on the personality of the VC.

Questionnaire

- FireAID

1- Please describe the different profiles of those within your organisations who organise and manage your volunteers.

Member of the board, Volunteer staff, Volunteer Coordinators, Volunteer, Trainee as Volunteer coordinator, Volunteer team-leader.

2- For each profile listed in point 1, please indicate their tasks within your organisation.

Member of the board: *Taking care of developing policies and procedures / setting goals, budget planning, EU funds, managing and leadership of the organization*

Volunteer staff: *Coordinating activities, budget planning, progress reports, information and communication.*

Volunteer Coordinators/ Volunteer team-leader: *Coordination activities (ex. Education and training) in the organization, coordination information between Members of the board, staff and volunteer. In charge of a group and responsible for training and education of the volunteer*

Volunteer: *Doing the volunteer job*

Trainee as Volunteer coordinator: *training to become a volunteer coordinator/volunteer team-leader*

3- For each task listed in point 2, please indicate the necessary skills to carry out that task.

Member of the board: *Taking care of developing policies and procedures / setting goals, budget planning, EU funds, managing and leadership of the organization, strategic planning. Skills: Strategic planning, economic knowledge, knowledge about leadership and how to motivate volunteer personal. Language skills in minimum English. A good international network. Good communication skills and how to handle conflicts (part of the leadership).*

Volunteer staff: *Coordinating activities, budget planning, progress reports, information and communication. Skills: Knowledge about leadership and how to motivate volunteer personal. Economic knowledge and strategic communication.*

Volunteer Coordinators/ Volunteer team-leader: *Coordination activities (ex. Education and training) in the organization, coordination information between Members of the board, staff and volunteer. In charge of a group and responsible for training and education of the volunteer. Skills: Knowledge about leadership and how to motivate volunteer personal, good instructions skills, and educated in the skills the coordinator train the volunteer in. Good communication skills and how to handle conflicts.*

Volunteer: *Doing the volunteer job. Skills: Training and education in the job the volunteer are doing*

Trainee as Volunteer coordinator: *Training to become a volunteer coordinator/volunteer team-leader. : Training and education in the job the volunteer are doing. Good instructions skills.*

4- For each skill listed in point 3, please provide a detailed description of what it entails (definition).

See bullet 3!

5- Out of the skills listed in point 3, please list which of those skills those who organise and manage volunteers often lack of.

Knowledge about leadership and how to motivate volunteer personal. Information and communication skills. How to handle conflicts.

6- Please describe the training your organisation provides to those listed in point 1 (those who organise and manage your volunteers), in particular:

- **The format of the training provided (formal, non-formal, ...).**
Mostly formal, but with a touch of non-formal
- **The length (1 hour, 1 day...) of the training.**
Depends on which skills the volunteer need. Some of the skills need weeks of training other just an hour.
- **The frequency of the training (once a week, once a year...).**
Weekly re-training
- **Does your organisation use e-learning and/or classroom learning for the training?**
Mostly classroom and practical training
- **Does your organisation develop its own training materials (partially or totally)? If your organisation uses training materials developed by others, where does your organisation obtain such materials?**
Most of the materiel are materiel developed by other organizations in DK. Only when it is very local, we use our own materiel. Every exercise is developed by our selves.
- **Does your organisation deliver some or all of the training or do you have a separate organisation as training provider?**
Both. There is a very close corporation with a local professional organization (FHFRS)

7- Please describe the difficulties your organisation has faced when providing training to those listed in point 1 (those who organise and manage your volunteers).

Volunteer coordinators have different perspective about the job and organization. Some coordinators are very motivated and use a lot of time doing the volunteer job, and others don't use the same time. This means that there can be a conflict between the volunteer in how many hours you must do the volunteer job. Sometimes the volunteer coordinators who are using a lot of hours feel they are the unformal leaders of the others coordinators. When you work with organization you will always have a unformal heirarchy.

8- Please explain what you think are the reasons why the training your organisation provided failed to teach to those listed in point 1, the skills they often lack of.

Not enough time, and often not prepared enough. Sometimes the organization don't have the right volunteer, which means that the people are not the right one. Sometimes the leadership is not enough manager, which means that the strategic is not well defined and clear for everybody. If the strategic and goal is not clear, you don't know what skills and training the volunteer need.

Questionnaire

CARDO – Národné dobrovoľnícke centrum

1-Please describe the different profiles/categories of Volunteer Coordinators in your organisation.

We have only one category of VC. I think this category is universal.

2- For each profile/category of Volunteer Coordinator please list their tasks/roles within your organisation.

VC is responsible for coordinating volunteers for our events. As National Volunteer Center – NVC we are more umbrella organisation, than organisation “in field”; i.e. we provide, from our foundation in 2003 services for our member organisations, in knowledge transfer, communication with local and national authorities.

VC, therefore, is responsible for coordinating volunteers during Days of volunteering (last whole September), during Volunteers of the year awards, and jobfairs, presentations for schools and on daily basis.

3- For each task/role please list the skills and competences your organisation expects from the Volunteer Coordinators.

- willingness to help (sense of belonging)
- empathy
- communicability
- dominance
- assertiveness
- memory
- reliability
- internal stability
- self-control
- attention
- spirit of initiative
- patience
- precision (accuracy)
- practical thinking

4- For each skill and competence please provide a detailed description of what it entails (definition).

- willingness to help (sense of belonging)
- empathy
- communicability
- dominance

assertiveness
memory
reliability
internal stability
self-control
attention
spirit of initiative
patience
precision (accuracy)
practical thinking

For the people of this personality type is the dominant feature of both extroversion, but also high communicability associated with social activities aimed at care, help and support other people. Individuals with social orientation is thrilled to collaborate with others on group activities and goals that are designed to support, treatment, counseling or education of adults as well as young children. Seeking work environment, allowing them to work in a team-oriented people like. Themselves evaluated as attuned, socially beneficial and supportive individuals.

Personal characteristics: Individuals with this orientation of the personality are more gregarious, sociable, willing to cooperate, friendly, noble, beneficial, prospective, kind, persuasive, responsible, tactful and considerate prone to idealism and altruism (selfless way of thinking and acting for the benefit of others).

HOBBY: volunteering in selected associations and organizations, writing letters, helping others, childcare, religious activities, attending sporting events, playing team sports and so on.

5- Out of the skills and competences your organisation expects from Volunteer Coordinators for each task/role, please list which of those skills and competences they often lack of.

Precision and reliability

6- Please describe the training your organisation provides to your Volunteer Coordinators, in particular:

- **The format of the training provided (formal, non-formal, ...).**
- **The length (1 hour, 1day...)of the training.**
- **The frequencyof the training (once a week, once a year...).**
- **Does your organisation use e-learning and/or classroom learning for the training of its Volunteer Coordinators?**
- **Does your organisation develop its own training material (partially or totally)? If your organisation uses training material developed by others, where doesyour organisation obtain such materials?**

- **Does your organisation deliver some or all of the training to its Volunteer Coordinators or do you have a separate organisation as training provider?**

We cooperate with Comenius University, Faculty of social and economic sciences. Ours VC are students of this university. They have all theoretical information and training, we provide them environment to train their skills in field. Our members, that are responsible for management in organisation, are employed and are volunteers for our organisation – all knowledge in management is transferred from their professional workinglife.

7- Please describe the difficulties your organisation has faced when providing training to your Volunteer Coordinators.

Our difficulties are partially based on our “motto” or “rule”, that we as a umbrella organisation have to work without payed stuff – also stuff is not payed, and is considered as volunteers. We need to improve volunteers managements in order to get more reliable and long cooperating volunteers.

8- Please explain what you think are the reasons why the training your organisation provided failed to teach to Volunteer Coordinators the skills and competences they often lack of.

We think that volunteering is still taken as something seasonal, fashionable and more for “a good line in CV”. Only stable volunteers (including staff) are those, whore are in managing positions in professional workinglife. We need to focus to attend stability in the group of people between 23-40 years. We think, it is also about selfmotivation or about building a multicarrier. We think, we lack of materials that cover that preparation for management roles (and skill and competences) in the area of volunteering.

3. Conclusions

The results of the studies carried during the VolunVET project thanks to the exchange of good practices, the results of the Round-Tables and the results of the above questionnaires showed that the skills and competences Volunteer Coordinators often lack of are very similar across Europe. As a result, as a mean to provide a standard classification of skills and competences for the professional occupation of Volunteer Coordinator, partners grouped the skills and competences as follows:

- Group 1: Skills and competences in recruiting, introducing to the organisation, and providing initial training to volunteers. Meaning to:

- KNOW several recruiting methods and the standards for launching a recruitment action, selecting candidates and introducing the selected candidates to the organisation; several initial training methods and the standards for effective initial training.

- BE ABLE TO select the most appropriate recruiting method; launch a recruiting action; select candidates; introduce the selected candidates to the organisation; select the most appropriate initial training method; and deliver initial training to volunteers.

- INDEPENDENTLY design and implement actions to recruit volunteers and provide initial training to them.

- Group 2: Skills and competences in developing and managing projects involving volunteers. Meaning to:

- KNOW several methods to develop projects; the standards for developing projects involving volunteers; several methods to manage projects; the standards for managing projects involving volunteers.

- BE ABLE TO select the most appropriate method to develop a project; develop a project; select the most appropriate method to manage a project; and manage a project involving volunteers.

- INDEPENDENTLY develop and manage projects involving volunteers.

- Group 3: Skills and competences in human resources management in voluntary sector organisations. Meaning to:

- KNOW several methods for encouraging and motivating volunteers, mentoring volunteers, supporting volunteers, facilitating groups of volunteers, and the standards for the good implementation of each method.

- BE ABLE TO select and implement the most appropriate methods for encouraging and motivating volunteers, mentoring volunteers, supporting volunteers, and facilitating groups of volunteers.

- INDEPENDENTLY manage volunteers within the framework of a voluntary organisation.

- Group 4: Skills and competences in organisational management of voluntary sector organisations. Meaning to:

- KNOW the most common management methods used in voluntary organisations and their functioning;

- BE ABLE TO identify the most common management methods and understand their functioning;

- INDEPENDENTLY integrate their own work into the organisational management of a voluntary organisation.

- Group 5: Skills and competences in communicating and presenting. Meaning to:

- KNOW several methods and techniques of verbal and nonverbal communication in different contexts (meetings with colleagues and volunteers, training courses and workshops, public events, media...); the standards for effective verbal and nonverbal communication; several methods and techniques for disseminating information; the standards for effective dissemination.

- BE ABLE TO select and use the most appropriate method of verbal and nonverbal communication in different contexts; select and implement the most appropriate method for disseminating information.

- INDEPENDENTLY communicate well internally and externally and disseminate information.

- Group 6: Skills and competences in networking and partnership building. Meaning to:

- KNOW several methods for building networks and partnerships with voluntary organisations, as well as with other public and private organisations; the standards for building networks and partnerships; several methods for managing networks and partnerships with voluntary organisations, as well as with other public and private organisations; the standards for successful management of networks and partnerships.

- BE ABLE TO select and implement the most appropriate method for building a network or a partnership; select and implement the most appropriate method to manage a network or a partnership.

- INDEPENDENTLY build and manage networks and partnerships with voluntary organisations, as well as with other public and private organisations.

Furthermore, after analysing the training available for Volunteer Coordinators in the seven countries represented in the project, the partners came to the overall conclusion that the training available is insufficient to fully deliver the above-mentioned skills and competences currently requested from Volunteer Coordinators across Europe. Therefore, there is the need to develop high-quality training so Volunteer Coordinators can develop the right skills and competences.