

VOLUNTEER MANAGEMENT

Case: ACCESS Amsterdam

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ABSTRACT

While the voluntary sector has been growing steadily and continues to increase, studies regarding volunteers' behavior are still extremely limited and resources invested in volunteer recruitment and management are often poor as comparing with that of paid employees. Many volunteer organizations have reported that their management becomes increasingly complex and recruitment becomes essential to provide qualified services. This research was carried in order to develop an ideal model of volunteer management which aims to improve organizations' ability to recruit and retain a force of skilled and motivated volunteers.

During the time working in the case company, the author was able to notice certain issues regarding volunteer satisfaction and commitment. Combining that experience with relevant literature from different sources, the author suggests the ideal model of volunteer management based on the framework of Humphrey-Pratt's Volunteer Management Cycle (2006). As the main finding, the ideal model should consist of three key elements: volunteer involvement, motivation to volunteer and managerial practices together with the consideration of correlations among them.

In general, it is important to note that since volunteers do not receive remuneration for their contribution, they must be made to feel wanted, valued and appreciated. In other words, the more organizations invest in volunteers, the better volunteers will commit and contribute. However, due to the diversity of volunteers regarding backgrounds and expectations, tasks and positions, motivations to volunteers etc, there is no general rule concerning how to recruit and manage volunteers, only recommendations. Based on the organization's situation, vision of value and strategies of operation, every organization needs to develop and implement its own version of the ideal model of volunteer management.

Keywords: volunteer management, volunteer involvement, volunteer motivation, volunteer recruitment, Volunteer Management Cycle, ACCESS Amsterdam.

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1 INTRODUCTION

This chapter provides an overall background of the research. The structure of this chapter begins with the background of volunteer and volunteering in general. The thesis objectives and delimitations will narrow down the topic and thesis outline will give a basic idea of how this paper is structured.

1.1 Background

There are 61.8 million Americans, which accounts for 26.4 percent of the adult population, who contribute 8 billion hours of volunteer work in 2008 (Corporation for National and Community Service 2009). Meanwhile almost 12.5 million Canadians or 46% of the population aged 15 and over in Canada volunteered in the year 2007. Collectively, these volunteers contributed over 2.1 billion volunteer hours, or the equivalent to almost 1.1 million full-time jobs (Statistics Canada 2007). In Europe, around 4 million people (25 percent of the population) volunteered on a regular basis in The Netherlands in 2006 while 17.9 million people (around 37 percent of the population) volunteer in England in 2003. Altogether British volunteers contributed 3.8 billion hours of voluntary work in that year. (INVOLVE project 2006). In short, many millions of people around the world volunteer their time and talent to support the causes that are important to them. These volunteers represent billions of hours worth of volunteer effort and labor each year.

While many organizations consider volunteers as an extension of human resource, volunteers in fact are the central foundation of volunteer organizations which rely on their talent to achieve the main mission (Ellis 2006). In general, volunteers may fulfill many roles within the organizations including direct services, administration support, event organizing or assisting and fundraising etc. Volunteers may serve as teachers, tutors, counselors, mentors, companion or coaches. The roles that volunteers can fill are only limited by the vision of organizations. (Ellis 2000; Berkhan 2007.)

However, many researches have revealed that the knowledge of what can be done in order to improve volunteer performance and commitment is extremely limited (Gidron 1985; Berger 1991; Cnaan & Cascio 1999; Hager & Brudney 2004a; Berkhan 2007). Meanwhile, many volunteer managers have admitted that they need more knowledge and training in areas such as volunteer recruitment, motivation, retention, rewards and supervision (Cnaan & Cascio 1999). In fact, many organizations have reported different challenges as recruiting and managing volunteers (United States Department of Labor 2010; Statistics Canada 2007; Volunteer Development Agency 2001).

Differentiating from general human resource management of paid employees, management in volunteer organizations requires different approach and understanding. While many organizations blindly apply theories and knowledge of human resource management of paid employees to manage volunteers; the majority consensus from many recent researches shows that there are many key differences between volunteers and paid employees that need to be considered carefully in a managerial perspective (Cnaan & Cascio 1999; Handy et al. 2000) and the dominant workplace model is not an adequate response to the diversity of volunteers' characteristics, motivation and needs (Gaskin 2003).

During the time working in the case company, ACCESS Amsterdam, the author had noticed many issues which occurred concerning managing volunteers. One of the main problems is the high turnover of volunteer which cause a constant need for new volunteers to be recruited. Other issues include volunteer satisfaction and commitment such as certain volunteers disappear after a while contributing, some others' performance gradually declines while some do not pay much attention on how the work is done anymore.

1.2 Thesis objectives

While studies concerning volunteer management have been revealed to be extremely limited, the author acknowledges that the case company is facing several challenges in recruiting and retaining volunteers. This research was carried out to

identify the changes that can improve volunteer satisfaction and commitment in case company. The main research question is “What is the ideal model of volunteer management for case company?”. In other words, the main purpose of the research is to outline an ideal model for volunteer organizations to manage volunteers and then recommend modifications for the case company to improve its result in volunteer managing. In order to develop the ideal model, firstly it is significant to consider why and how people volunteer. Therefore, sub-questions following were thoroughly examined during the study:

- What are the reasons for people to volunteer?
- What are the different levels of volunteer involvement in the organization?

1.3 Delimitations

First and foremost, the author studies volunteers regardless of their background of families, traditions, cultures and education. The author acknowledges that backgrounds may affect the way volunteers behave and react in certain situations. Thus, multi-cultural or multi-ethnic volunteer organizations will need to consider more in depth the cultural aspect which is excluded from this research.

Secondly, the author studies management of volunteers in volunteer organization environment only. Since volunteer organizations are defined as organizations which rely on volunteers to fulfill their missions, paid positions are accepted but not popular while volunteers account for the central foundation of the organizations. Therefore, volunteers will be studied in relation with the organization itself and with other volunteers only. There will not be study or discussion of relationships between volunteers and paid employees in this paper. As the result, the findings and recommendations in this study are also not suitable to be applied into other types of organizations other than volunteer organization although they may have voluntary positions together with paid ones. In this paper, the author uses “organizations” to mean “volunteer organizations”

Another delimitation associated with this research is that the topic is limited to volunteer management, in other words, human resource management in volunteer organizations. Hence, this research only focuses on recruiting and retaining high skilled and motivated volunteers for volunteer organizations. Other issues including but not limited to legal practice, risk management, organization's policies and procedures will be excluded from the research.

1.4 Thesis outline

This thesis consists of 6 chapters. The first chapter, introduction, mainly goes through the background of the thesis, objectives aimed at, the structure and the thesis delimitations and outline while the second chapter aims on the methodology explaining how the thesis was proceed, which methods was chosen and how the author approached the final results (Figure 1).

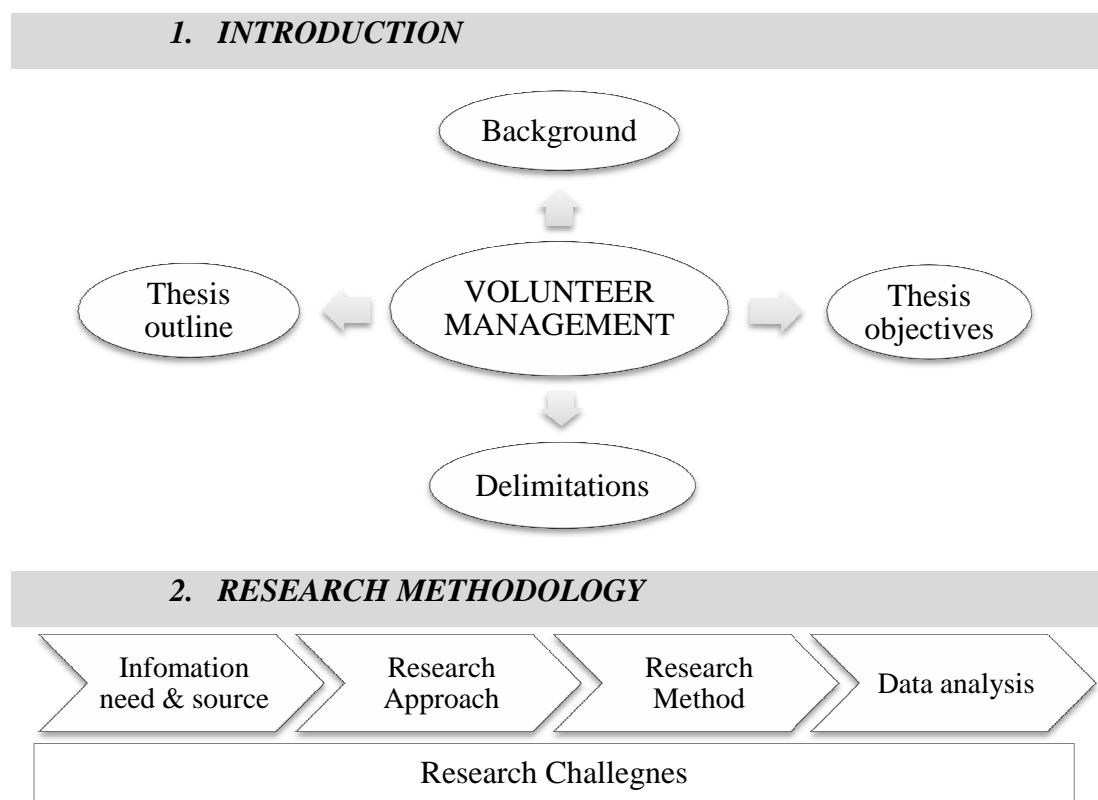


Figure 1: Introduction & Research Methodology

The theoretical framework begins in the third chapter and continues to the fourth (Figure 2). The purpose of the theoretical study is to inform readers of fundamental concepts and theories of different aspects of volunteers, volunteer organizations and volunteer management. To sum up the theoretical part, the author is going to explain the Volunteer Management Cycle which is used as the main structure as developing the ideal model of volunteer management in this research. The theory is based on the literature collected from different sources such as books, articles and journals.

THEORITICAL FRAMEWORK (Chapter 3 & 4)

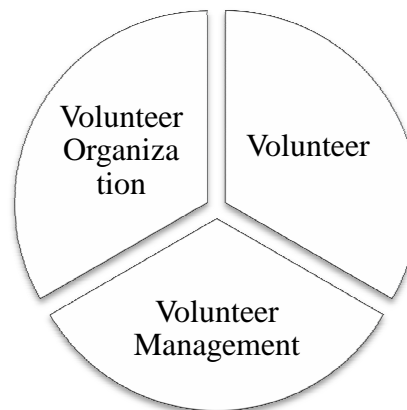


Figure 2: Theoretical framework

The empirical part begins in the fifth chapter in which the author will study the case company including its current situation and challenges as managing volunteers. Recommendations are suggested in this chapter as well. Last but not least, the sixth chapter summarizes the whole research including its main findings and recommendations.

2 RESEARCH METHODOLOGY

This chapter aims at describing the research methodology adopted in the thesis. First of all, the information needs and resources are introduced. Then, the process continues with choosing of research approach and method. Last but of least is the difficulties that the author faced during researching. Figure 3 below show the research process the author applied from choosing the research topic; identify the research questions till analyzing data to gain findings and recommendations

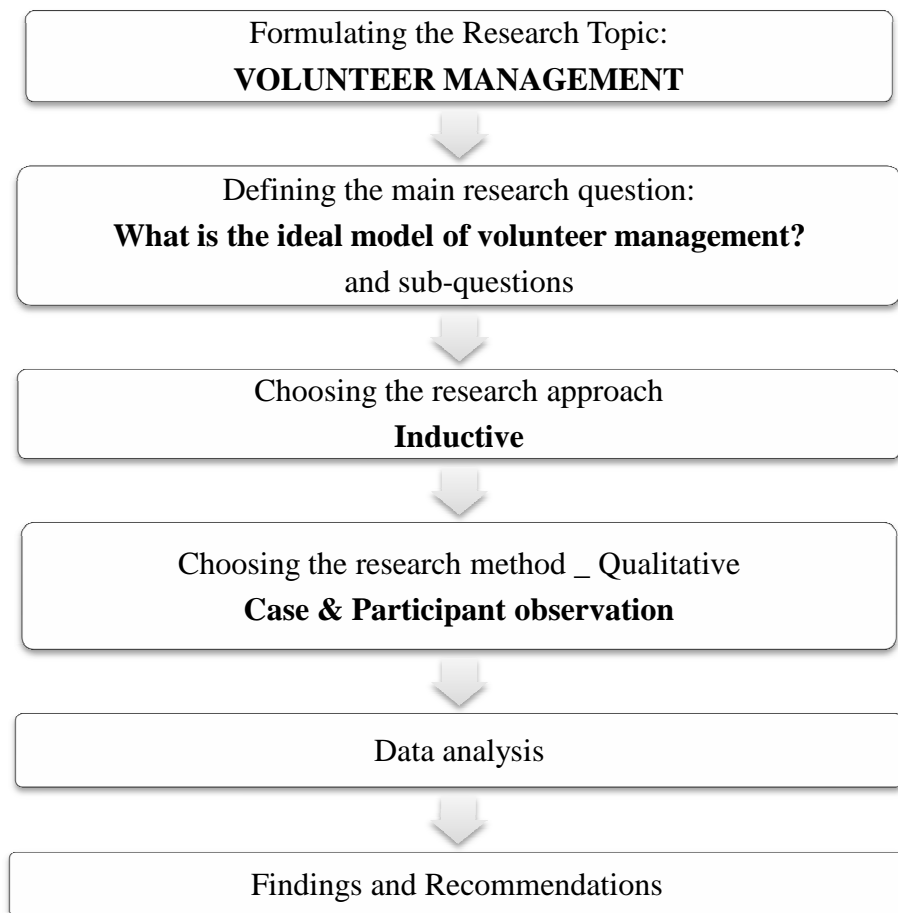


Figure 3: Research Process

The research was realized during autumn and winter 2009 and finalized in spring 2010, with the author's high interest to this subject.

2.1 Information need and source

As regards the research topic and research questions, the information needed has been defined by the author into 3 areas: volunteer, volunteer organization and volunteer management as following:

- Volunteer: who they are, why and how they volunteer.
- Volunteer organization: what are the typical characteristics of a volunteer organization
- Volunteer Management: who are volunteer managers and what their roles are in volunteer organizations, what are the managerial practices included in the Volunteer Management Cycle

To find the literature relevant to the subject, the author used different search tools available including libraries, databases and the internet. When searching, the author used keywords like volunteer performance, volunteer involvement, motivation to volunteer and other corresponding keywords related to the subject. The data for the empirical part was collected from case company's internal database and reports during the time the author was working in the company as an intern.

Because of wide range of information availability, the author had to narrow and evaluate the materials by significance and relation to the study. The author is aware of the fact that selection of sources might affect the outcome of the study.

2.2 Research approach

The two typical research approaches are deductive and inductive. In short, deductive approach begins with a general idea such as theory, law and principle; researcher narrows down the theory into specific hypothesis which can be tested in order to support the general idea. It can be narrow down even further when researcher collects observations to address the hypothesis. If the hypothesis is supported with confirmation, it can be said that the initial general idea was indeed correct. Figure 4 below shows the general idea of deductive research approach. (Research Methods - Knowledge Base.)

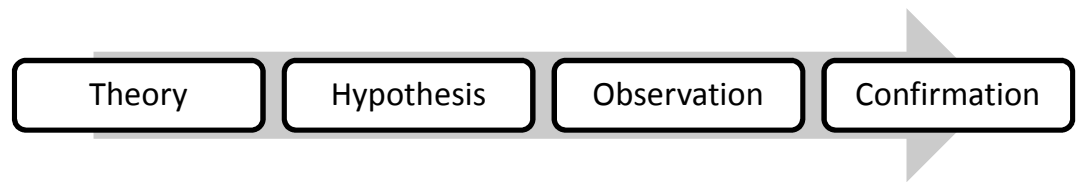


Figure 4: Deductive Research Approach (Research Methods - Knowledge Base)

On the other hand, inductive research approach begins with observations of one or more individual cases. Based on the accumulation of such observation, researcher begins to detect patterns and regularities, formulate hypothesis that can be explored. Finally researcher ends up with developing general conclusion or theories. A simple inductive research approach is shown in Figure 5 below. (Research Methods - Knowledge Base.)

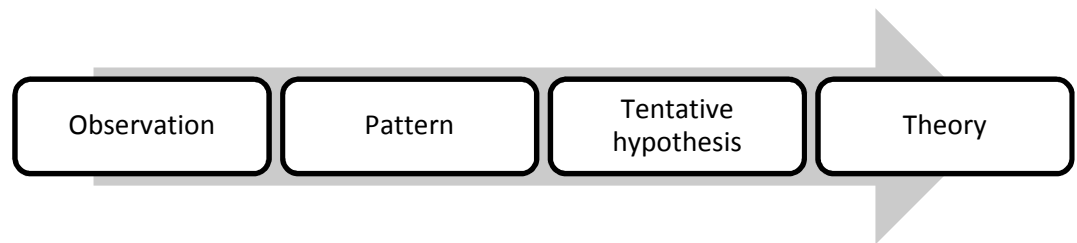


Figure 5: Inductive Research Approach (Research Methods - Knowledge Base)

At the beginning of this study, the author did not make up any theory or intend to test any hypothesis. Reviewing relevant literature from different sources and comparing them with each other, step after step the author developed patterns and came up with theories to answer research questions. Inductive approach was applied.

2.3 Research method

The author applied qualitative research method in this study in order to gain insight into volunteers' concerns and motivation. Qualitative research is defined as "more subjective in nature and involved examining and reflecting perception in order to gain an understanding of social and human activities". (Hussey & Hussey 1997, 12.)

In general, it is common that people study to understand what, how and why things happen. If people only need to know what happened, quantitative research method satisfies this purpose. On the other hand, qualitative research method provide deeper inside people's awareness, understanding and motivation. It can be said that qualitative research methods provide information of the "human" side of an issue, which consist of behavior, beliefs, opinions, emotions and relationships of individuals (Babbie & Mouton 2001, 270; Hussey & Hussey 1997, 2). Qualitative research in this study allows the author to not only familiarize oneself with the concept to be studied – volunteer management, but reach a deeper understanding of volunteers' concerns and motivation.

Case study is applied in this study. With the richness of details, case study method becomes particularly supportive in generating hypothesis and theories in inductive research approach (Boeree 2005; Hussey & Hussey 1997, 65). The author acknowledges that case selection might affect the outcome of the study as well as case studies are not representative of the entire population (Garson 2008). Hence, the author takes in consideration not to generalize beyond cases similar to the one studied. For example, in this case, the topic of volunteer management is studied in the environment of volunteer organizations which are considered as not having a significant number of paid employees. Hence, the author acknowledges that the findings are not suitable to be applied into organizations that have a significant number of paid positions.

As the most common method of data collection, participant observation is applied in this research to collect data on naturally occurring behaviors in their usual contexts (Boeree 2005). During the time working in case company, the author participated in the research environment – working with volunteers in a volunteer organization. Field notes and field data were collected while the author had several interactions with different respondents including volunteer manager, potential volunteers, new volunteers and permanent volunteers. The author own experiences are expressed in parts of this papers.

2.4 Research challenges

Problems involving the validity, reliability and quality of data are the main challenges for the author as collecting data for the research. Due to the nature of research topic –volunteer management, there is a lot of information from different sources but there is no guarantee that the information is valid and reliable. The author acknowledges that certain sources of information such as publications, personal websites or networks might lead to one side.

In fact, there are a lot of international, national and regional volunteer networks providing basic information and statistical figures while many journal articles present different aspects concerning the topics of volunteering, volunteer organizations and volunteer management. During the research, the author collected information from different sources and compared between the sources in order to identify the main stream information. However, there is no guarantee that the information collected is 100 per cent accurate.

Furthermore, styles of management vary greatly among volunteer organizations. For example, some organizations might want to achieve its missions through a wide set of rules and policies concerning volunteer management. Meanwhile some volunteer organizations aim on providing volunteers a relaxing and informal environment to support the causes that are important to them. In this research, the author aims to develop a balance between those guidelines. The ideal volunteer management model should enable volunteers to fulfill their tasks at the best performance while being most motivated and satisfied.

3 INTRODUCTION OF VOLUNTEER AND VOLUNTEER ORGANIZATION

When developing the ideal model of volunteer management, it is very important to firstly understand volunteers and volunteer organizations in general. This chapter will go through the fundamental concepts of volunteer organizations and the main characteristics of a typical volunteer organization to help readers understand the environment of this study. Then, the later part of this chapter will continue with several discussions concerning volunteer in general including their sources of motivation and their involvement in organizations.

3.1 Volunteer organization

Volunteer organization, or voluntary organization, is defined as not-for-profit oriented organization that relies on human resources of volunteers to achieve its main goals (Online Business Dictionary). Although most of volunteer organizations do not have many paid positions, the manager of volunteer is not uncommon to be a paid position.

Together with other types of nonprofits, volunteer organizations tend to occupy specific niches: most have a local focus – aiming on contributing to the local community, and many concentrate on addressing the needs of specific segments of the population. Collectively, however, these organizations offer a wide range of services and activities; and they touch almost every aspect of one's life.

(Volunteer Development Agency 2001; Statistics Canada 2007; Corporation for National and Community Service 2009.)

Based on the definition and discussions from different sources, distinctive characteristics of a typical volunteer organization are defined as following:

1. Rely on volunteers to achieve its main goals: The first and foremost characteristic of a volunteer organization is that volunteers account for the central foundation in the organization's operation. Although some may

have paid staffs, volunteer organizations greatly rely on the human resource force of volunteers to achieve its main goals while even nonprofits might have a strong paid employee force because an organization can be considered as a nonprofit as long as its operation is not aiming on making profit. (Online Business Dictionary.)

2. Governed by volunteers: Both of the national survey in Canada (2003) and Perry (2004) agree that volunteer organizations are collectively owned by their members - volunteers. In the majority of volunteer organizations, there is usually a board of volunteer directors which define the missions and objectives of these organizations. (Statistics Canada 2003; Perry 2004.)
3. Aim on providing benefits to the public community rather than focusing exclusively on their own members (Online Business Dictionary). Hence, membership in volunteer organizations generally does not result in specific benefits. In other words, volunteers do not receive financial or similar benefits as compensation for their contribution in volunteer organizations. (Statistics Canada 2003.)
4. Have no restrictions on who can join. Volunteer organizations usually do not have many requirements as recruiting volunteers. However, certain volunteer organizations operating in special fields might require volunteers to obtain specific skills and qualifications in order to be able to fulfill the tasks and responsibilities. (Statistics Canada 2003; Volunteer Canada.)

In addition, it is significant to acknowledge the differences among volunteer organizations as developing and implementing the ideal model of volunteer management. Key differences can be listed as following:

- Organizations that have relatively large revenues and those with very modest revenues
- Organizations that depend on governments for their funding and those that do not

These characteristics affect the organization's policies, procedure and operation greatly. For example, a bigger and well-structured volunteer organization may have more specific requirements in certain skills in recruitment process while a smaller one may refer volunteers who can fulfill multi-task position (Volunteer Worker). A government funded volunteer organization will not need to focus heavily on fundraising activities as comparing to those which rely on individuals and organization's donations (Volunteer Canada). As the result, volunteer management activities in these organizations will vary greatly based on but not limited to organizational structure and size of operation, funding resources, field of operation, cause that they support and vision of value.

3.2 Volunteer

Volunteers are the cornerstones of voluntary section. Both of the national survey in Canada (2007) and Reference Answers define volunteer as a person who performs or offers to perform a service of one's own free will without pay. Meanwhile, Online Business Dictionary states that volunteer is a person who actively performs a task or responsibility on his or her own without needing to be assigned, ordered or told to do so. While both of the definitions shows the one important feature of a volunteer is that one does not receive payment in return for one's service, the later emphasizes on the independence of volunteer. Independence and no payment, these are the most important factors differentiating volunteers from paid employees. (ReferenceAnswers; Online Business Dictionary; Statistics Canada 2003.)

Many people usually misunderstand volunteers as unskilled workers. According the Department of Labor of the United States of America, "unskilled workers" mean people with low educational levels, or even illiterate, who have not received training in any vocational skills (Bureau of Labor Statistics, United States Department of Labor 2010). However, the overwhelming majority of volunteers is literate, has advance education and considerably experienced (Ellis 2000). Thus, volunteers are not unskilled. They are just different from paid staffs.

In general, the term volunteer is used widely to incorporate too many situations. Many individuals meet the required specifications of volunteers as long as they perform the tasks with free will, receive no remuneration, and their acts benefit others. The term volunteer is too general and does not narrow down the specific information, for example concerning the tasks that individuals are doing. An administrative officer, an event organizer, a marketer, a nurse, a counselor, a coach etc; all of them can be called volunteers if they do not receive pay for the work. In short, although the tasks might vary greatly, people can be seen as volunteers as long as they offer their time and talent without pay. As the result, because of lack of clarification, it is difficult to generalize from different studies on volunteers. (Volunteer Worker; Ellis 1993.)

Volunteering is normally understood as work without pay. But what type of work? While in most western countries, volunteering ranges from basic as student tutoring and elder nursing to religious practice and environmental protection activities; in another area of the world, for instance Morocco, helping others including family and friends can be seen as volunteering. The INVOLVE project (2006) shows that in different cultures, the idea of volunteering and as the result volunteers can be understood differently. For example a Moroccan volunteer in INVOLVE project mentioned:

Voluntary action is helping and again helping. In Morocco, everybody is a volunteer, because everybody helps each other. You don't call it voluntary "work" because it is a part of life (INVOLVE project 2006.)

While a Somali volunteer in the same project shared:

Volunteering exists, but not so organized. You help each other in the family, the neighborhood, the clan. You have very large families, next to your immediate family and to help each other is an obligation, also from a religious point of view (INVOLVE project 2006.)

Thus, volunteer can be identified totally different depending on the cultures and situation. In this study, the author considers volunteer as a person who provide

unpaid service based on one's own free will in an organization environment, in particularly volunteer organizations. Therefore, helping or supporting activities happened outside of an organized environment will not be considered as volunteering in this study.

Concerning the public perception of the term volunteer, a research revealed that remuneration of either kind (monetary or otherwise) plays a significant role in the public perception of who is a volunteer. In other words, the public community generally connects the term volunteer with "no pay". If individuals receive either kind of remuneration, ones will be considered less as a volunteer while comparing with others who do not receive remuneration. (Handy et al. 2000.)

The same research also pointed out that volunteering has a "class equalizing" effect which means people do not rank volunteers according to where ones come from or what one has done. All volunteers are considered as equal and rated by the tasks they fulfill (Handy et al. 2000). Agreeing with the idea of equality in volunteering, the author considers all volunteers are equal. Their motivation to volunteer, how they fulfill the tasks, how much they involve in the organization and whether they are satisfied with the situation etc are factors that differentiate volunteers from each other from a managerial perspective.

In general, volunteers vary greatly regarding background and expectations, tasks and positions, motivation to volunteer, satisfaction and involvement etc. The key factor that applies to all volunteers is that they must be made to feel wanted, valued and appreciated if organizations want to manage them affectively. (Gaskin 2003; Hager & Brudney 2004b; Ellis 2006.)

3.2.1 Key differences between paid employees and volunteers

People volunteer because of their own will and desire to make a contribution thus they generally do not wish to be managed with the same principles as paid employees. Consequently, there are key differences between paid employees and volunteers; and as the result, the literature on performance and organizational be-

havior of paid employees are not suitable to be generalized to volunteers. (Cnaan & Cascio 1999.)

One of the most important differences between paid and volunteer employees is motivation. While employee motivation studies focus on job performance, absenteeism, tenure and productivity; motivation-to-volunteer studies aim on what encouraging people to volunteer and contribute. (Cnaan & Cascio 1999.)

Some other significant differences between volunteers and paid employees include:

1. Volunteers are not motivated monetarily. As the result, volunteers cannot be motivated through salary raise or bonus. Financial penalties cannot be applied to volunteers either. (Pearce 1993, according to Cnaan & Cascio 1999.)
2. Volunteers are generally less dependent on the organization than are paid employees. While most employees work either full-time or part-time, they tend to pay more attention to the workplace, have more frequent contacts with colleagues and are more influenced by the organization's culture as compared with volunteers who usually contribute only a few hour per week. Although some volunteers do contribute almost full-time, the majority of volunteers generally give only a few hours a week. (Cnaan & Cascio 1999.)

Besides, if inadequate compensation or discrimination occurs in the organization, volunteers generally choose to leave at will without worrying about the next paycheck, pension right or healthcare benefits. (Cnaan & Cascio 1999.)

3. Many volunteers involved with more than one organization, while paid employees generally work in only one. Thus, the degree of loyalty and commitment to an organization may vary greatly. In addition, once a volunteer involved in different organizations at the same time, the individual's commitment to each of them may be limited. (Cnaan & Cascio 1999.)

As one of the key differences, Cnaan and Cascio (1999) suggested employee recruitment are usually occurred formally with carefully planned selection and hiring processes while volunteers are often recruited informally and tend to “try-out” a position (Cnaan & Cascio 1999). However, disagree with them, the author considers that paid employee recruitment is not necessary to be more time and effort consuming than volunteer recruitment. In contrast, volunteer recruitment may take a lot of time and effort if organizations wish to place the right person for the right position. Therefore, the length and complication of recruitment processes should not be considered as one of the key differences between paid employees and volunteers.

3.2.2 Volunteer categories

The most common way to divide volunteers into different categories is based on variables such as: education level, income level, employment status and demographic characteristics including but not limited to age, gender and marital status. Many organizations often identify potential volunteers by defining desired values for these variables. For example, while recruiting for new volunteers to support a children tutoring program, an organization can target the group of young students. Meanwhile, an organization which recruiting volunteers for elder nursing program will want to target those who are most likely middle-age women, married or not, with nursing or relevant experience in regardless of their education level.

(Volunteer Worker; Volunteer Canada; Statistics Canada 2003.)

Once new volunteers are recruited, there are other methods for organizations to classify them. For example, as looking at the terms of services, Perry (2004) suggest a way to divide volunteers into groups including on-going (sometimes called long-term or permanent) and short-term volunteers.

- On-going: the volunteer is helping on a regular, scheduled basis, maybe last over many months or years

- Short-term: the volunteer may assist with a special event or project and may be on-call. Service hours and length of service will vary depending on the agreement between the organization and volunteer. (Perry 2004.)

In practice, short-term volunteers can be usually found in volunteer organizations which arrange their work into separate projects or assignments while on-going volunteers can be found in most of volunteer organizations.

Another way to group volunteers is based on their backgrounds or expectation of volunteering. Some examples include Youth, Student Intern, Work Experience and Court Referral etc. (Volunteer Worker; Perry 2004). As classifying volunteers based on their backgrounds, organizations may use different names to call the groups. The author applied here the most frequent used names which reflect the typical background of that group.

- Youth: usually is an individual who is under 18 years old. Although volunteer opportunities start much earlier than that age, parental consent is usually required for those who are underage. (Volunteer Worker.)
- Student Intern: is an individual attending in higher education who receives credits for their service. According to Perry (2004), although they may be paid but the amount of the payment is considerably smaller than the average salary level of paid employee. Hence, normally student intern is considered as a “special” volunteer in some organization. (Perry 2004.)
- Work Experience: includes those who become volunteers in order to gain or increasing experience in a particular field. The main factor differentiating them from Student Intern is that volunteers in this group will not receive credit by their educational organization. (Perry 2004.)
- Court Referral: consists of individuals who have been sentenced by a court to provide volunteer service in the community. (Volunteer Worker.)

Depending on the nature of the organization and the project, volunteers from certain backgrounds might be more favorable. In general, each group of volunteers requires an appropriate approach to recruit and manage. Volunteer manager needs to take into consideration the background of volunteers in order to choose the right approach for motivating them to volunteer as well as stay involved in the organization.

3.3 Volunteer performance and commitment

The effectiveness of volunteers can be found comparable to that of paid employees (Cnaan & Cascio 1999). However, like that of paid employees, volunteers' performance also varies greatly. It is a common challenge for many organizations to identify factors that contribute to better performance and commitment of volunteers.

However, there is still a severe need for more in-depth researches regarding volunteers' behavior and what factor could contribute in improving their performance and commitment. While there are still too few studies aiming on this specific field, many of them use a framework that is alien to volunteers, applying theoretical conceptualization borrowed from other fields of study for instance (Smith D. H. 1994). For example, it is a common mistake for many managers to apply human resource management of paid employees to volunteers.

As studying volunteers, Cnaan and Cascio (1999) suggested that three groups of variables, demographic variables, volunteers' personality traits/attitudes and situation variables, should be used to test the hypotheses regarding volunteer performance and commitment. (Cnaan & Cascio 1999.)

While demographic variable such as age, marital status, living arrangement, education level, income level, life satisfaction etc, can be essential for recruitment practices (they are good predictors for the likelihood to volunteer); none of them was significant associated with volunteer commitment. However, tenure and volunteer satisfaction can be affected by variables such as age, marital status, life

satisfaction, family member(s) volunteering etc. (Goss 1999; Smith D. H. 1994; Wuthnow 1991, according to Cnaan & Cascio 1999.)

Smith D. H. (1994) admitted there are still too few studies concerning volunteers' personality traits and attitudes. However, the general consensus suggested that while most of the variables in this group were associated with only one performance variable, for instance, relationships with other volunteers affect retention, understanding of the organization's mission affect the commitment etc.; motivation to volunteer was associated with both volunteer commitment and satisfaction (Berger 1991; Lammers 1991; Smith D. H. 1994). These findings again prove the significant role of motivation for organizations as recruiting and managing volunteers.

Situational (managerial) variables were found to account for the variability in volunteer satisfaction, commitment and tenure (Smith D. H. 1994). For example, orientation and training were found to be able to increase volunteer retention, tenure and performance while recognition and symbolic rewards were reported to improve commitment, tenure and performance (Gidron 1985; Lammers 1991; Watson 1993-1994). This means organizations can be able to influence the performance and commitment of their volunteers through applying different managerial practices including but not limited to orientation, training, supervision and recognition.

To summarize, many other studies have emphasized the significance of carefully planned recruitment, orientation, placement, training, supervision, evaluation and providing symbolic rewards in contributing to greater volunteer retention, commitment, satisfaction and lower absenteeism (Fisher & Cole 1993, 97-118; Omoto & Snyder 1993; Smith D. H. 1994). These findings suggest that the more organizations invest in volunteer, the better the volunteer contribution will be. As Smith D. H. (1994) stated, as volunteers are not paid, they must be made feel wanted, appreciated and invested. In other words, a good model of volunteer management should invest in all stages from recruitment to evaluation together with provide means of symbolic rewards that enhance volunteer commitment and performance. (Smith D. H. 1994.)

3.4 A model of volunteer involvement

As assessing volunteer performance and commitment, it is important to study how volunteers involve in organizations. Introduced by Gaskin (2003), the model of volunteer involvement divides volunteers into different groups based on their level of contribution or involvement in the organization. The model starts with the non-volunteers (doubter) and progresses to long-term volunteers (stayer). (Gaskin 2003.)

Although volunteers are generally welcome in regardless the length of their contribution – long-term or short-term; the volunteers who are more likely to keep contributing for a longer time are generally more favorable by most organizations since it is always takes more time and effort to recruit and train new volunteers as comparing to retain existing and experienced volunteers. In other words, most organizations aim on not only recruiting the right person for the right position but also keeping them stay involved as long as possible.

According to the model, volunteer involvement in an organization is divided into 4 stages (Figure 6):

- The doubter is a person who may have attitudes, characteristics or circumstances which keep them a non-volunteer
- The starter has entered volunteering by making an enquiry or application
- The doer has committed to being a volunteer and begun volunteering
- The stayer persists as a long-term volunteer.

The aim of volunteer organizations is to aid each transition in the most positive way, to transform the doubter into a starter into a doer and finally into a stayer. (Gaskin 2003.)



Figure 6: Four stages of the model of volunteer involvement

3.4.1 From doubter to starter

Some practices that can help transforming a doubter into a starter – in other words, encouraging people to volunteer, include:

1. Improve the image and appeal of volunteering means making volunteering in general more visible and highlighting the variety of volunteer opportunities. This can be done through different communication and promotion methods including but not limited to countering common misconceptions and appealing to people with different backgrounds, interests and motivation. (Gaskin 2003.)
2. Well-planned recruitment and selection process can encourage people volunteers since many of them are held back because of the lack of information concerning volunteer benefits and opportunities. (Gaskin 2003.)
3. Recruitment and application procedures that are relaxed, friendly and not too bureaucratic can contribute in motivating people to volunteer (Gaskin 2003.)

In short, transforming a doubter into a starter is the same as encouraging people to volunteer. Consequently, motivations that provide people reasons to volunteer should be taken into account in this transforming process. In other words, organizations should consider motivations of potential volunteers (doubters) as making decisions regarding promote the image of volunteering or decide the method(s) and procedure(s) for recruitment and selection process.

3.4.2 From starter to doer

Practices that contribute in transforming a starter into a doer include orientation into volunteering and training for volunteering.

1. Introduction into volunteering (or orientation) provides great chances to reinforce volunteers' motivation as well as their knowledge and understanding about the organization (Gaskin 2003.)
2. Training for volunteering: equips volunteers with confidence and necessary skills to fulfill the tasks (Gaskin 2003). Moreover, training can also contribute to greater retention by encouraging a sense of commitment (Smith D. H. 1994). In addition, training opportunities motivate volunteers who are desired to learn new skills and knowledge, in particularly those want to increase their employ ability.

Once new volunteers are recruited (starters), they may need to be provided with necessary knowledge and skills through appropriate orientation and training in order to be able to fulfill the task, in other words, to become doers. Hence, transforming a starter into a doer is the same as assuring that new volunteer will be able to fulfill the tasks by providing one with necessary orientation and training.

3.4.3 From doer to stayer

While a doers is considered as the one who has begun volunteering (Gaskin 2003), it is quite challenging to indentify who is the stayer in organizations. Although a stayer is defined as a long-term volunteer (Gaskin 2003); it depends on organizations to identify "how long" can be seen as "long-term" - whether it is 3 months, 6 months, 1 year or 3 years etc. In general, many organizations simply consider a stayer as someone who stays relatively longer then the majority part of the volunteers. Consequently, transforming a doer into a stayer is the same as keeping volunteers stay involved in the organization for an unidentified period of time, or as long as possible. Practices which contribute in this transaction include:

1. Overall management of the volunteering: The way volunteers are managed and supported is crucially important in enabling volunteers to be motivated and as the result stay involved in the organization - in other words, trans-

forming from a doer to a stayer. Thus organizations should apply managerial practices including but not limited to supervision, evaluation and recognition carefully in order to enable the transaction. (Gaskin 2003; Humphrey-Pratt 2006a)

2. The ethos and culture of the organization: Gaskin (2003) suggested that the organizations' cultures should be volunteer- oriented. It is vital that volunteers feel part of the organization's culture. Moreover, organizations need to create an environment in which volunteers can feel the sense of welcome and belonging in addition to their contribution are valued. (Gaskin 2003).
3. The support and supervision given to volunteers: Satisfaction with the support and supervision that volunteers receive contributes in keeping them motivated and as the result continue volunteering (Gaskin 2003).

3.5 Motivation to volunteer

As mentioned, volunteers need to be made feel wanted and valued. Motivated volunteers often develop a feeling that they are appreciated and valued for the work they are contributing. On the other hand, motivation was found to be associated with both volunteer satisfaction and commitment. Thus, a good model of volunteer management must remember to consider why people volunteer, in other words, people's motivations to volunteer.

Volunteers offer their time and talent without receiving remuneration in either kind (monetary or otherwise) so organizations usually forget the real cost of managing volunteers including the expenses for recruiting and training them. However, it always takes time and effort to recruit and train a person to fulfill certain tasks, this also applies to volunteers. In other words, volunteer organizations have to pay a certain cost as recruiting and training volunteers even though volunteers themselves do not receive remuneration. Keeping volunteers motivated and as the

result stay involved in the organization is one solution for reducing the organization's cost.

Smith D. H. (1994) suggested that motivation to volunteer is more relevant for volunteer recruitment than for volunteer management because it help the managers assess which type of volunteers they want (Smith D. H. 1994). However, disagree with Smith D. H., the author considers motivation as the key element to achieve the success of both recruitment and management. It is true that through analyzing motivation of potential volunteers, organizations can identify which of them will be more suitable for the position, more likely to be satisfied with the task and the organization etc. Thus, understanding motivation to volunteer is one of the predictors to success in recruiting for the position. However, volunteers who are not motivated will probably leave the organization shortly while motivated volunteers can contribute better performance and commitment. Subsequently, organizations must not forget considering their volunteers' motivation in both of recruitment and management processes. In general, motivation to volunteer can be seen as one of the key elements for all managerial practices of volunteer organizations.

Many studies have revealed that motivations of volunteers consisted of multiple factors, while others suggested that volunteers may have had no specific reasons to join volunteering activities (Atsumi 2001; Berkhan 2007). In surveys, volunteers may possibly choose among motives given by researchers even if they did not exactly reflect their own reasons. On the other hand, a study found out that only 27 percent of volunteers in Cambridge, United Kingdom, do not have a statement that expresses why they involve in volunteering (Berkhan 2007). Concerning the phenomenon of "no specific motivation", Atsumi (2001) suggested that while some volunteers simply insisted that they had no way of expressing their motivations; this could possibly mean that those volunteers did not actually have motivation in mind from the start (Atsumi 2001). Therefore, identifying volunteers' motivations still remains as one of the most challenging task for managers of volunteers.

3.5.1 Three levels of motivation

McKee (2003b) suggested most people respond to three levels of motivation and volunteer is not an exception (Figure 1Figure 7):

- Highest level: belief drive
- Secondary level: relational drive
- Basic level: self-serving drive. (McKee 2003b.)

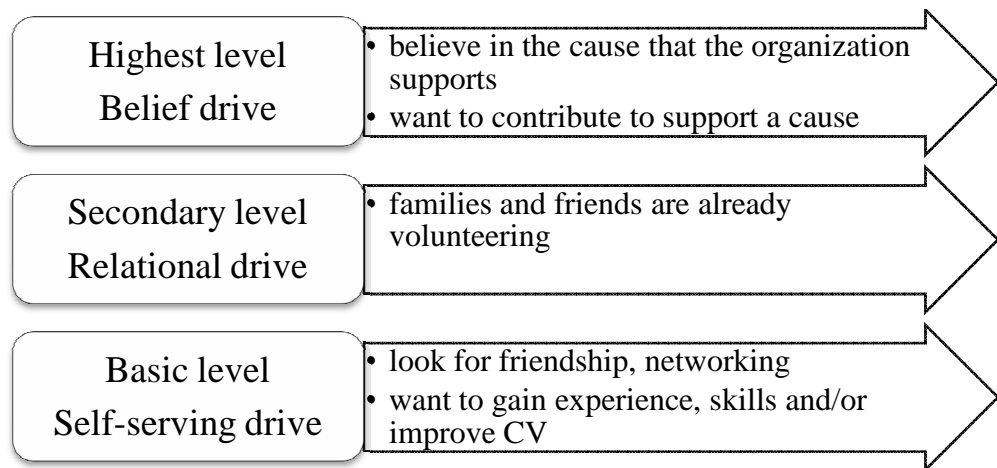


Figure 7: Three levels of Motivation

In general, volunteer managers should always remember that people have their own reason to volunteer. How many volunteers an organization has, there are that many reasons for those people to volunteer. Basically, people volunteer for a number of different reasons, ranging from a desire to learn new skills, have fun or make a difference. Some are completely devoted to the cause, while others simply wish to do their bit where they can. Since it is impossible to address every volunteer's motivation, in each level, the author mentions only the main stream ones.

The basic level: self-serving drive

McKee (2003b) explained that many people volunteer in order to meet their needs. These needs may be for business, career, friendship, the feeling of belongings or many other self-serving needs (McKee 2003b). Following are some examples of motivations in this level.

1. Friendship and network: many people choose to volunteer primarily to develop friendship with others. As contributing together, volunteers are likely to have a certain understand with each other, which in turn means that they will inevitably share certain common values. A friendship can be formed as the result. (Volunteer Worker.)
2. Experience: many people volunteer in order to gain experience or sharpen existing skills in certain fields. Many employers are not interested in a person who has only education but no relevant working experience. Hence, becoming volunteers is one of the best options for those who want to gain certain skills and experience in order to apply for jobs. (Volunteer Worker.)
3. CV improvement: there are plenty of evidences to suggest that employers recognize the values of volunteering (Volunteer Worker). In addition to learning opportunities, becoming a volunteer can also be considered that one is responsible and want to contribute for the interests of the community. Many employers nowadays value people who not only have professional ability but also social responsibility; thus, who have been worked as a volunteer will have certain advantage as applying for a job. In addition, volunteer organization can also provide them with a strong recommendation letter which will be a valuable reference for the new company to assess whether that person will be a good choice (Volunteer Canada.)

In general, basic level of motivation is all about oneself and what one will gain as volunteering. When recruiting at the basic level, it is very important for organizations to stress the personal benefits volunteers will receive when they work in the organization.

The second level: relational drive

The second level of motivation is about friendship and relationships. However, differentiate from the friendship and network factor in the first level; according to this level of motivation, people join in the organization because their friends or family members are a part of the group already. For this motivation, McKee (2003b) explained that when a friend personally ask someone to volunteer, it is often hard to reject (McKee 2003b). Consequently, it is not unreasonable to say that if volunteers are motivated, they will provide possibilities to recruit their friends and acquaintances for the organization.

Many people join an organization and work as volunteers because they have friends who are already volunteers there. On the other hand, when a person wants to volunteer; one will probably search for a suitable organization through one's own network of friends and acquaintances. Thus, volunteer organizations should pay considerable attention to their existing volunteers in order to not only retain but also expand the volunteer force. Once a volunteer is motivated, one will not only stay with the organization but also effectively recruit one's friends to become volunteers.

The third level: belief

McKee (2003b) suggested that believing is the strongest level of commitment. In other words, if volunteers actually believe in the cause that the organization supports, they are highly motivated to fulfill the tasks. Hence, making volunteers become true believers and passionate about the cause will contribute greatly in keeping volunteers not only motivated but also stay involved in the organization. (McKee 2003b.)

There are many cases that people volunteer because they are passionate about the cause that the organization supports. Some others volunteer because they have personal attachments to the area and community and want to make it a better place for themselves, their families, their friends and others while other people think

that they are very fortunate to live the way they do and want to give something back to society through volunteering and helping others. (McKee 2003b; Gaskin 2003; Volunteer Worker.)

In general, volunteer organizations usually find recruits at all three levels. Although, in most of the cases, people become volunteers in an organization at level one (self-serving) or level two (because of a friend), depending on the level that they want to recruit, organizations should choose one or more appropriate approaches for recruitment process

3.5.2 Original motivation vs. developed motivation

By dividing motivations into basic, secondary and highest levels, McKee's method of classification lacks of one important factor in one's life: time (McKee 2003b). However, volunteers' motivation may change during the time. For example, at the beginning, one may volunteer just to make new friends. After a while contributing, one may develop a deeper understanding with the cause that the organization supports and as the result start to have other reasons to stay involved, which may be totally different from the original motive.

Therefore, as studying volunteers' sources of motivation, the author suggests another way to classify volunteers' motivation, which is based on the timeline that every volunteer will go through in an organization: before one started volunteering, during one is volunteering and after one leaves the volunteer position. Based on the timeline, volunteers' motivation can be classified into 2 categories:

- Original motivation can be understood as the reason that encourages people to volunteer at the beginning
- Developed motivation is what volunteers may gain while contributing in the organization.

All three levels of motivation of McKee methods can fall to either category: original or developed motivation.

Figure 8 below shows how original and developed motivations relate to the basic timeline that every volunteer will go through.

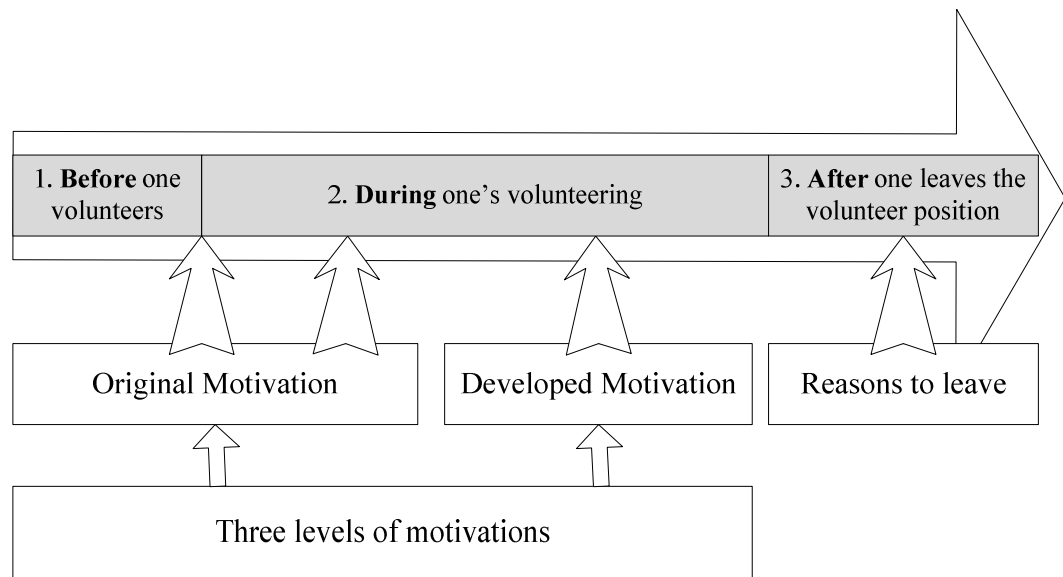


Figure 8: Original and developed motivations

As studying motivation to volunteer, many researchers only focus on the category of original motivations. As their general consensus, original motivation plays a key role in encouraging people to volunteer and keep volunteers stay involved in the organization as long as those motivations are fulfilled. However, as mentioned, once new volunteers are recruited, their sources of motivation may change due to the new circumstance; and as the result, volunteers may choose to leave the organization once they are not satisfied anymore. Therefore, organizations should pay close attention to not only fulfilling volunteers' original motivations but also giving them other reasons to continue volunteering, in other words, enabling them to gain developed motivations. Thus, developed motivation provides a significant element for organizations to keep volunteers stay involved.

Differentiating from original motivation which is linked to volunteers' needs and wants, developed motivation is associated with the organization's strengths and weakness. Through identifying own strengths and weaknesses, organizations can decide which motivations they should enable volunteers to develop while contributing. For example, if an organization has a strong background of providing training, volunteers should be encouraged to learn new skills or achieve new experience. In other words, this organization should encourage volunteers to acquire

“learning new skill” as developed motivation. On the other hand, if an organization has close relationships with many networks and other organizations, volunteers may be able to gain a developed motivation of “friendship and network”.

In addition, as mentioned, it is possible that people volunteer without specific motivations. While it is quite challenging to motivate people who have no specific motivations to volunteer, enabling volunteers to gain developed motivations is one of the strong tools for organizations to retain those who do not have specific motivations. This gives one more reason for organizations to pay more consideration on identifying developed motivations that volunteers should gain while contributing.

4 VOLUNTEER MANAGEMENT

As discussed, human resource management of paid employees are not suitable to be generalize to manage volunteers. Moreover, it is important to acknowledge that volunteer management can vary greatly due to several factors including but not limited to the organization's climate, policies, procedures and also the nature of the activities to be conducted by volunteers. For example, a bigger volunteer organization tends to have a management system which is more formal, bureaucratic and organized as comparing with organizations which do not have a considerable operation size. In short, every organization is different and every need is unique. Depending on their own situation and operation strategy, organizations need to choose in which manner their managerial practice should be: formal or informal, bureaucratic or non-bureaucratic etc. However, although many volunteer organizations try to build a bureaucratic "workplace model" of management in which volunteers are treated as if they are paid staff (Volunteer Worker; Nonprofit Expert), most volunteers prefer a balance between efficiency and informality (Gaskin 2003).

Since volunteer organizations heavily rely on human resources force of volunteers, it is quite common for them to have mid-level management team consisting only volunteers who are committed and experienced in what they are doing. Therefore, there are generally 3 levels in the structure of most volunteer organizations:

- Top-level management: manager(s) of volunteers
- Mid-level management: experienced volunteers
- General volunteers

As managing, organizations should also consider other demands on volunteers' time because not all people are able to commit many hours per week or on long-term basis (Gaskin 2003). Hence, it is common for many volunteer organizations to have strategies such as organizing one-off or short-term volunteer project; having a pool of volunteers to share same tasks and a flexible administrative system that enables the organization to run smoothly while volunteers can only make limited commitment.

Another common issue when dealing with a volunteer is what it actually costs. In for-profit business, companies usually know clearly how much it costs to recruit or train an employee. However, in voluntary sector, the total cost to recruit and train a volunteer is usually ignored (Cnaan & Cascio 1999; Gaskin 2003). Many volunteer organizations misunderstand that a large number of volunteers will lead to their success. The truth is whether organizations can achieve their mission successfully not only depends on the number of volunteers but also how managerial practices enable volunteers to contribute effectively and efficiently (Ellis 1993; Hager & Brudney 2004b; Berkhan 2007). Therefore, proper management can be seen as one of the most priority tools for volunteer organization to achieve its main goals.

4.1 Volunteer manager

Manager of volunteers or volunteer manager is simply defined as the one who manages volunteers. Volunteer manager is the person responsible for involving volunteers in the organization effectively and efficiently (Fisher & Cole 1993, 97-118; Hager & Brudney 2004a; Humphrey-Pratt 2006a). Therefore, it is inevitable to study volunteer management without considering the role of volunteer managers in the big picture. In practice, volunteer manager is often a paid position in large volunteer organizations while it can also be a volunteer role in smaller ones.

Volunteer managers often interact with all areas of the organization and recruit volunteers to fill in positions in the organization. They serve as liaison between the needs and wants of the organization and the volunteers' needs and rights. Beside, Humphrey-Pratt (2006a) discussed that volunteer managers' responsibilities also include designing strategies for effective integration of volunteers in the organization work, assessing the impact of volunteer services for the organization and serving as advocates for the volunteers' rights and for volunteerism within the organization and the community. (Humphrey-Pratt 2006a.)

Ellis (2006) said "our role is not to "direct" volunteers but to enable them" to show the way volunteer managers should understand their position in volunteer

organizations. Moreover, although volunteer managers usually try to make difference in volunteers' performance; volunteers would be able to, and often do, function without the managers (Ellis 2006). Thus, it is reasonable to say that although volunteer managers have the authority to make decision; volunteers are the foundation and heart of a volunteer organization. Thus, the organization's managerial practices cannot be separated from volunteers' concerns and motivation. In other words, a good volunteer management should base on the capacities of volunteers – skills and strengths that they offer; and at the same time, it should also satisfy the needs of volunteers together with the organizations and the community at large (Berkhan 2007). After all, if volunteers are not happy with what they are doing, they will stop contributing.

4.2 Volunteer Management Cycle

Suggested by Humphrey-Pratt (2006), the Volunteer Management Cycle provides a framework for organizations to manage volunteers. The cycle consisting of several stages including planning and designing for the positions, recruitment and selection for the positions, orientation and training of the volunteers, supervising and evaluating volunteers and finally recognition volunteers. The Volunteer Management Cycle is a process that is required to be monitored and revised continuously. (Humphrey-Pratt 2006a.)

In this study, the author uses the Volunteer Management Cycle as the main structure while adding discussions and findings of different sources such as Humphrey-Pratt (2006a, b, c, d & e), Merrill (2005a, b, c & d), volunteer management theory from Volunteer Canada, human resource management theory from Beardwell and Claydon (2007) and more.

Basically, Volunteer Management Cycle consists of 5 stages connecting into a close cycle without beginning or ending as shown in Figure 9 below:

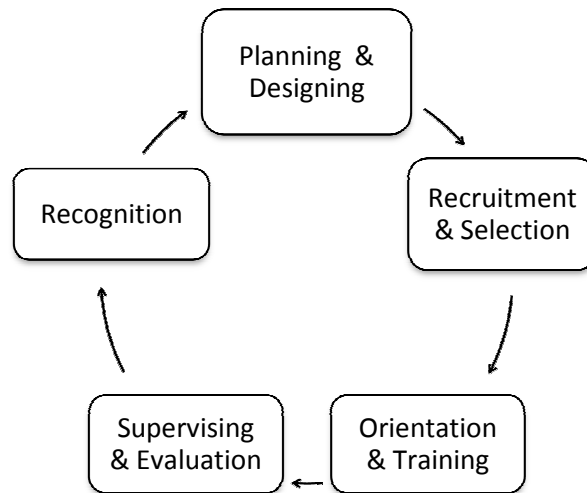


Figure 9: Volunteer Management Cycle

4.2.1 Planning and designing the volunteer position

Before starting to recruit volunteers, organizations need to plan first, in other words, they need to know what they are actually going to do. As Berkhan (2007) mentioned, since recruitment is a consistent process, most organizations do not start from “point zero” (Berkhan 2007). It means organizations usually modify the planned recruitment process rather than develop an entirely new one. In other words, not all organizations plan and design for new positions every time they recruit new volunteers.

As planning (or modifying) the recruitment process, Berkhan (2007) suggested several steps should be gone through: (1) Defining a volunteer, (2) Why the organization need to involve volunteers, (3) Why people volunteer, (4) Define target group(s), (5) What the organization can offer to volunteers and (6) Be ready, and start! (Berkhan 2007)

Modifying from Berkhan six-step recruitment process, the author combines step (1), (3) and (4) together and moves step (2) into the first place. The new recruitment process suggested by the author consists:

1. Identifying the needs to have volunteers (including the tasks need to be done, the work needs to be performed)

2. Defining volunteers, who they are and what their motivations are; and then identifying target group(s)
3. Possibilities to offer to volunteers
4. Start recruiting

This modification is done because the author thinks that the needs of organizations should be identified firstly. Through planning for volunteer positions, organizations decide whether there is an absolute need to have new volunteers. If yes, based on requirements of the tasks that need to be done, organizations can predict who would be suitable in the target group(s) together with other factors such as who they are and why they volunteer. Once potential volunteers are targeted, organizations can address what they are possible to offer and start recruiting. Basically, the first three steps are consisted in planning and designing stage while the fourth step starts the actual recruitment process, the second stage in the Volunteer Management Cycle – recruitment and selection.

Position designing is defined as the process of analyzing and breaking down various tasks that help the organization achieve its mandate, and then combining these tasks into roles or positions. In order words, by designing the role, the organization detects which positions new volunteers will fill in, which tasks they will do and which responsibilities they will have. Effective position design identifies not only required tasks but the skills required to compete those tasks. (Humphrey-Pratt 2006e).

Once tasks that need to be completed are identified, the organization can begin to develop position description (or job description) and recruitment plan based on the requirements of the position, screening and selection standards for the position, supervision and evaluation criteria etc. In short, position designing initiate the foundation step for the rest of the Volunteer Management Cycle, in other words, the work that all organizations need to go through as managing volunteers (Humphrey-Pratt 2006e). Besides, the characteristics of the position which is identified through planning and designing will shape the whole recruitment and management process. Depending on the position, the process can be either simple and quick or time and afford consuming.

Through different discussions and sources, key elements of planning and designing process can be listed as following:

1. Planning and designing need to link to both of the past and the future of the organization and the position itself. Meaning, in addition to be able to anticipate the future needs, the organization should also take into consideration the history of volunteer position as planning and designing. By linking to the past, organizations can gain necessary information to develop job description, standards of recruitment and selection, evaluation and recognition criteria etc if needed (Humphrey-Pratt 2006e). Moreover, understanding what had happened and how thing was done in the organization can contribute in a better assessment of the current needs by providing relevant information to determine whether a new position is necessary (Ellis 2006).
2. Planning and designing need to include communicating to other volunteers in the organization. It is important to make it clear that the new position is significant to help the organization to achieve its goals. Besides, the organization should ensure that the involvement of the new volunteer is a good experience for both the individual and the organization itself. Once the volunteers feel connected and feel that they are distributing, their motivation will increase as the result. (Humphrey-Pratt 2006e).
3. Planning and designing need to be connected to the organizations' mission and vision to ensure that the position will contribute to the mandate of the organization. By considering the new volunteer' contribution, the position can be acknowledged as an integral element that support and enables organization to achieve its goals. (Humphrey-Pratt 2006a; Ellis 2006.)
4. Planning and designing need to include identifying potential volunteers because not everyone who volunteers shares the same motivations and

expectations. Moreover, potential volunteer identification provides relevant information for recruitment process. (Humphrey-Pratt 2006a.)

5. Planning and designing need to take into consideration current trends of volunteering (Humphrey-Pratt 2006a). For example, the national survey in Canada (2007) showed that a considerable number of volunteers are looking for ways to contribute their skills to an organization, the community and themselves. Thus, the position description needs to show a clear match to these needs if organization targets this group of volunteers while recruiting. (Statistics Canada 2007.)

In addition, a well-designed position should enable volunteers to feel that they are respected and valued and their contribution is supporting for the cause. Besides, if volunteers understand clearly what is required of them, they will be more prepared and more successful at completing their tasks and contributing to the overall mission of the organization. (Humphrey-Pratt 2006e; Statistics Canada 2007.)

In short, it is very important to connect volunteer involvement to planning and designing process. Planning for the involvement of volunteers from very beginning ensures that the identification of potential volunteers will be handled in the right direction - attracting the right volunteers, at the right time for the right tasks. (Ellis 2006.)

The design needs to be formalized into a job description. Besides, one important element for good recruitment practice is a well-written job description. Through job description, organization addresses which tasks potential volunteers need to fulfill, what their responsibilities are and which skills and abilities potential they should have (Smith D. H. 1994; Humphrey-Pratt 2006a; Berkhan 2007). A job description for volunteer position should, as in any normal job description, include: the title of the position, the main purpose of the role, the main tasks and responsibilities, training opportunities, indicators of supervision and other relevant information if needed (Humphrey-Pratt 2006 a & e; Berkhan 2007). However, as mentioned, there are key differences between volunteers and paid employees; therefore, job description for volunteers should be written in a way that would

make volunteers feel they are welcome and valued for their contribution and aim to fulfill their motivations. Besides, a well-written job description should be clear, informative and updated with recent changes in the organization (Ellis 2000).

4.2.2 Recruitment and selection for the volunteer position

Basically, specific roles need to be determined first, or in other words, planning and designing need to take place before recruitment and selection can begin. Recruitment happens after the organization has assessed the need for volunteers and identified specific tasks that need to be done through planning and designing process. Selection becomes an ongoing process once potential volunteers have been identified and apply for the positions. (Merrill 2005b.)

Merrill (2005b) described volunteer recruitment and selection as the process of choosing the right volunteer for a specific job as outlined in a written job description while Humphrey-Pratt (2006a) defined volunteer recruitment as the process of matching the organization's need with the volunteers' interest and skills (Merrill 2005b; Humphrey-Pratt 2006a). In short, a successful selection and recruitment process is about placing the person whose skills and experience match the needs of the job while what the organization offers match that person's interests and expectations. Effective volunteer recruitment and selection can greatly influence on the organization overall performance. As Merrill said proper placement is a key to productive volunteers (Merrill 2005a).

Although recruitment and selection are often combined into one united process, they are separate activities. Recruitment is a process of looking for and acquiring candidates who are qualified in order to meet the demands from the applicants. Whereas, selection is the process of choosing the applicant who is capable of doing the job best and the organization could expect his performance now and in the future. (Beardwell & Claydon 2007, 190.)

Recruitment

As mentioned, disagreeing with the idea that volunteer recruiting is not as time and effort consuming as that of paid employees, the author thinks volunteer recruitment need to be done in the consideration of several factors including but not limited to characteristics and requirements of designed position, possible motivations of potential volunteers, orientation and training procedures, evaluation criteria etc.

Many organizations found recruitment as one of the big issues of volunteer management. Either to be able to recruit the sufficient number of volunteers or recruit the right person with the desired skills and expertise, it is still one of the main challenges most organizations are facing (Hager & Brudney 2004b). In order to cope with these challenges, a well-planned recruitment process should carefully take into consideration all of the who, why, where, when and how aspects (Smith D. H. 1994; Humphrey-Pratt 2006d). In other words, as planning for recruitment, organizations should go through a list of questions such as:

- Who would be the ideal volunteers?
- Why would they be interested in this volunteer opportunity?
- When and where we can reach these people?
- How can we create a recruitment message that encourages potential volunteers to participate in our organization?

McCurley and Lynch (1998, according to Berkhan 2007) there are three different recruitment techniques which can be chosen in accordance with the designed position's characteristics and the organization's needs and interest.

1. Warm body recruitment: aims to spread the message as wide as possible. This technique does not require specific recruitment skills and is often used to recruit a large amount of people. (McCurley & Lynch 1998, according to Berkhan 2007.)
2. Targeting recruitment: focuses on defining who could do the job the best and try to find this person. This technique is necessary when specific tal-

ents or interests are highly recommended. (McCurley & Lynch 1998, according to Berkhan 2007.)

3. Concentric circle recruitment: meaning word of mouth, recruitment works through people who are already in contact with the organization. This technique ensures a steady flow of new volunteers. (McCurley & Lynch 1998, according to Berkhan 2007.)

In general, the methods of recruitment should be cost effective and should not discriminate against anyone because of one's sex, race or background (Thomson 2002, according to Berkhan 2007) while the recruitment message should be illustrated in a way that people who are generally unsuitable for the organization or type of work deselect themselves in order to save time and effort for volunteer recruiters (Berkhan 2007). The message should also be clear that the organization is extremely careful as selecting volunteers (Berkhan 2007). Furthermore, the message should be in accordance with which level(s) of motivation that organizations want to recruit. For example, in order to motivate people to volunteer by self-serving drive, organizations should clearly address personal benefits that volunteers will gain in the message.

There are many methods for recruitment communication including personal contacts, newspaper, radio, television, internet, leaflets/posters, public institutions, volunteer fairs etc. Humphrey-Pratt (2006d) suggested that the number one method of recruiting volunteers still seems to be "word of mouth" which means talking to existing volunteers, clients and people who are receiving the organization's service (Humphrey-Pratt 2006d). Communication channel(s) should be chosen carefully while taking into consideration that which potential volunteer group(s) the organization is targeting. The more people organization reach, the lower the response rate and the higher the costs (Smith, D.R. 1994, according to Berkhan 2007) while many people do not volunteer if they do not feel that they have been asked directly (Statistics Canada 2007). Thus, organizations should actively present volunteer opportunities in different events. To summarize, as recruiting volunteers, organization should have a clear and realistic recruitment message,

communicate through the right channel(s) and reach the people who are most likely to respond.

Screening and Selecting

To ensure an appropriate match between volunteers' interests and the organizations' needs, screening and selecting volunteers cope with getting to know the applicants and determining the suitability between individuals and tasks (Humphrey-Pratt 2006d; Volunteer Canada).

Providing basic information of individuals that have expressed an interest in becoming volunteers, application forms are often used in recruitment. However, it is not an absolute need to use application form for recruiting and selecting volunteers because the form can formalize the recruitment process. In general, application form should consist of personal identification, qualifications, availability and motivation to volunteer. (Berkhan 2007.)

One of the best solutions for screening volunteers is informal interview because it provides personal contacts and questions can be asked from both parties if necessary (Rankin 1994, according to Berkhan 2007). It is recommended to change the word "interview" into "meeting" or "talk" in volunteer recruitment in order to avoid the formal and/or negative feeling that volunteers may have (Rankin 1994; according to Berkhan 2007). Moreover, the interview should be held in a way that make potential volunteers feel comfortable while revealing their skills, experience and motivations so that recruiter(s) can analyze whether there is a match between volunteers' needs and the organization's needs. (Berkhan 2007.)

While screening, organizations should not only evaluate the person's skills and experience but also assess the individual's character and the interpersonal skills. As Berkhan (2007) explained skills can be learned but if a person seems to be unsuitable for the organization as a whole it will be difficult to work together. Thus the interpersonal skills can often be more significant than other qualifications in volunteer recruitment. (Berkhan 2007.)

As one of the typical characteristics of volunteer organizations, standard requirements for becoming volunteers are relatively simple and easy to achieve. There are many cases that organizations freely accept everyone to volunteer and then have no idea what they should do with certain volunteers who seem to be under-motivated because of different reasons (Volunteer Development Agency 2001; Volunteer Canada). Thus, it is very important for volunteer organization to maintain a balance between the quantity and quality of recruited volunteers during recruitment and selection process. In fact, organizations are recommended to recruit and select potential volunteers carefully rather than accepting everybody because an unsuitable volunteer can cause more work than helping. (Berkhan 2007.)

As planning for recruitment and selection process, it is important to remember that not all recruitment practices can be generally applied to all organizations. In other words, not all recruitment steps are equally useful for each organization. For example, some organizations may emphasis on selecting only qualified volunteers while others do not select but accept widely. Moreover, since there seems to be an overall tendency towards over-formalization of volunteer recruitment, the formal recruitment steps should be treated with care (Berkhan 2007). The bureaucracy often makes the recruitment process longer and volunteers can feel uncomfortable. By formalizing recruitment process too much, volunteer organizations may lose their reputation of being available to everyone. Thus, organizations should consider carefully the risk and benefit that formal recruitment will bring. (Berkhan 2007.)

In short, organizations should plan their recruitment and selection process carefully while identifying the rules that are critical based on their own goals, operation strategies and needs. Once the most suitable volunteer for the designed position is identified, recruitment and selection are accomplished. The organization can move on to providing the new volunteer with necessary orientation and training.

4.2.3 Orientating and training volunteers

Once the organization succeeds in placing new volunteer for the position, the next step will be providing orientation and possibly training. Basically, the process of orientation and training give the volunteer general information about that organization and specific information about the position. In addition, orientation and training help the volunteer to be prepared for the responsibility and understand what is to be expected. (Humphrey-Pratt 2006d.)

In practice, not all new volunteers require training before performing their tasks. Depending on the relation between the new volunteer abilities and the position' requirements, training may or may not be necessary while orientation is always relevant to help the individual familiarize with new tasks and the organization's environment.

Orientation

Humphrey-Pratt (2006a) described orientation as the process that makes a volunteer feel welcome into the organization while Ellis (2006) stated the connection between volunteers and the organization is established through orientation.

Through providing relevant information, orientation helps volunteers to understand not only the organization as its nature but also its vision of value, its mandate and its goals (Palmer & Hoe 1997, according to Berkhan 2007; Edwards & Fowler 2002). Beside, orientation can be considered as the first training stage for new volunteers and thus the orientation process should provide a specific set of learning experiences tailored to various volunteer positions. (Merrill 2005d.)

Once understanding (through orientation), volunteers will be motivated and contribute to support achieving the mandates; hence as the result, the connection between volunteers and the organization is strongly established (Ellis 2006; Humphrey-Pratt 2006a). Thus, orientation contributes in retaining volunteers that the organization spent so much time and effort to recruit. Another advantage of orientation is that informed volunteers can better spread the word about the organ-

ization to their families, friends and other networks who may be interested in volunteering (Berkhan 2007). In other words, informed volunteers can help recruiting new people.

A good orientation should consist of all three following parts:

1. Cause orientation: illustrates how important volunteers are for the organization and why the volunteer is needed for that position (McCurley & Lynch 1998, according to Berkhan 2007). This part aims to provide volunteers with the feeling of being welcome and belonging.
2. System orientation: addresses the organization's history, mission and purpose of the organization and how the organization works (McCurley & Lynch 1998, according to Berkhan 2007) to help new volunteers familiar with the environment.
3. Social orientation: explains rights and responsibilities of the new volunteers, the organizational structure and how the volunteer fits in the environment of the organization (McCurley & Lynch 1998, according to Berkhan 2007) to enable new volunteers to adapt into the position and the tasks.

Altogether these three parts aim on providing volunteers the ability to fulfill the tasks together with the feeling of being welcome, belonging and connected to the organization. Those are the main elements that a good orientation should bring in (Merrill 2005d; Humphrey-Pratt 2006a.)

Training

Training is described as the process of ensuring that the volunteers have the necessary skills and knowledge to fulfill their tasks and responsibilities (Humphrey-Pratt 2006a). In other words, through training, volunteers are provided with relevant information, necessary skills, attitudes and approaches that they need to know in order to ensure the best performance (McCurley & Lynch 1998,

according to Berkhan 2007). It is sometime recommended to use the term “preparation” instead of “training” because it is more informal. (Berkhan 2007.)

Factors that need to be considered as planning for the training process include but not limit to:

- The relation between volunteer’s skills and the position’s requirements. For example, what skills volunteers need to learn in order to fulfill their tasks
- Method of training: depending on the situation, different methods of training including workshop sessions of vary lengths, manuals, one-on-one demonstrations, coaching or mentoring, videos or a walk through etc. can be chosen or combined with one or more others
- Length of the training process
- The person who will provide the training. (Humphrey-Pratt 2006a.)

Training generally contributes in increasing volunteer effectiveness and efficiency and can also serve as a kind of reward (Palmer & Hoe 1997, according to Berkhan 2007).

4.2.4 Supervising and evaluating volunteers

It takes time, energy and money to recruit, select and train volunteers. Hence, volunteer organizations need to have good systems of supervision so that they can retain these valuable human resources. Supervising is usually connected to other elements of human resource management including follow - up and communication; evaluation and delegation.

Supervision

Supervision is defined as the process of managing the performance of volunteers and providing them with support and direction (Humphrey-Pratt 2006a). It is im-

portant to remember that supervision is for the benefit of both of the organization and volunteers. While the organization needs to know how effective volunteer is fulfilling their tasks, volunteer needs affirmation as well.

Through supervising, frequent feedbacks occur can help promoting internal communication and, as a result, increasing volunteers' performance. Furthermore, a good supervision practice can contribute in ensuring the organization's mandate is met, providing volunteers a sense of belonging within the organization together with increasing their motivation (Humphrey-Pratt 2006a; Volunteer Worker.)

While developing an effective supervision system, organizations should carefully consider several factors including but not limited to characteristics and requirement of the positions, volunteers' personalities and their sources of motivation. In addition, as a part of supervision practice, the organization needs to ensure that each volunteer is provided with: an assigned supervisor, a clear position description, orientation and necessary training for the position and regular feedback (Humphrey-Pratt 2006a.)

In practice, the managers of volunteers are usually responsible for supervising volunteers. Otherwise, new volunteers can also be supervised by other volunteers who have experiences in performing the same or related tasks. This is the same for volunteer organizations which relies heavily on the human resources of volunteers. Although the manager of volunteers plays as a top-level supervisor of all volunteers, new volunteers are usually supervised by one or more other volunteers in volunteer organizations.

Merrill (2005c) pointed out that engaging volunteers in supervisory roles is a way to recognize and as the result motivate experienced volunteers. In fact, an experienced volunteer may serve as the team leader of a group consisting of both existing and new volunteer. The team leader is responsible for providing considerable on-site coordination and supervision (Merrill 2005c). Moreover, when supervisors are volunteers themselves, it is not too difficult for them to understand sources of motivations as well as expectation of the volunteers who they are supervising, which in turn helps the supervisors and volunteers cooperate effectively (Merrill

2005c; Humphrey-Pratt 2006a). However, there are many problems which are inevitable since sources of motivations are really varied from person to person. Furthermore, cooperation among volunteers including the supervisors who are volunteers themselves depends heavily on personality of each person.

Follow-up and communication

It is a common assumption that once the orientation is completed and training sessions have been conducted, the volunteer is fine. However, this is not true all the time since issues can always occur and many problems are inevitable (Merrill 2005c). Regular follow-up and communication provide both parties – the organization and volunteers- to assess how the volunteer placement is going together with the opportunity to give feedback. Furthermore, frequent communication encourages volunteers to feel connected to the organization and their contribution is valued and respected (Ellis 2006). In short, follow-up and communication is significant to assess whether volunteers need new training, whether they are satisfied with their work and whether they feel a sense of accomplishment. Those factors are very important to keep volunteer motivated (Merrill 2005c).

Besides, new training cannot be planned unless supervisors and volunteer managers communicate with volunteers to assess whether there is a need for learning new skills. Follow-up and communication tie it all together. Hence, volunteer organization must have regular on-going method of communication in both direction between volunteers and their supervisors as well as between volunteers and managers of volunteers. (Merrill 2005c.)

In addition, it is very important for volunteer organizations to get feedback from volunteers both of the experienced and new ones. Understanding what volunteers want, what they need and what they expect helps the organization to motivate them better, and as the result be able to improve volunteer retention (Volunteer Canada). In order to do that, organizations should provide volunteers with several forms of communication in both directions. In addition to written information, face-to-face discussion - both formal and informal, gives volunteers the opportuni-

ties to ask questions and seek for answers (Volunteer Canada; Volunteer Worker). Many small problems can be resolved through discussions in order to prevent them from developing into major ones. It is also important to ensure that volunteers know who they can communicate and how. (Merrill 2005c.)

Evaluation

Humphrey-Pratt (2006a) defined evaluation as the process of measuring volunteer involvement against the goals and objectives set for the position and providing performance feedback and verbal recognition (Humphrey-Pratt 2006a). In other words, by evaluating, organization assesses what is being done, who is doing it and how it could be done more efficiently and effectively (Ellis 2006). Evaluation often contributes in maintaining, if not improving, volunteer involvement in the organization (Volunteer Canada; Volunteer Worker).

Volunteer involvement should be evaluated regularly to ensure that involvement is contributing to the organization's mandate (Ellis 2006). Beside, regular evaluation provides the organization chances to assess how the volunteer placement is going and whether changes should be made to improve the volunteer's performance and satisfaction.

In general, evaluation should consist of reviewing the organization's goals and objectives, identifying result achieved, obtaining feedback from volunteers and other stakeholders, collecting and assessing both quantitative and qualitative data of volunteer involvement (Ellis 2006). In addition, like supervision, the degree of evaluation should be identified by the level of risk associated with a volunteer position (Ellis 2006). For example, if the risk is great, the volunteer should be under close supervision and evaluation to prevent unnecessary issues. Beside, evaluation process should also provide opportunity for volunteers to express feedback regarding how they feel they are contributing to the organization and any suggestions they may have for improvement or changes. (Humphrey-Pratt 2006a.)

Performance evaluation needs to be fair and consistent in order to make volunteers feel that they are treated equally (Merrill 2005c). As mentioned, differentiate from paid employees, volunteers can choose to leave the organization freely if they feel that there is discrimination going on or they are treated unfairly. Besides, in case that one volunteer is poorly performing the tasks, other volunteers might become discouraged and less committed if they judge that performance standards are inconsistent.

Delegation

Merrill (2005c) defined delegation as the process of empowering one person to act for another and considered it as one of the most critical elements in volunteer management (Merrill 2005c). According to Merrill (2005c), delegation is about sharing work and responsibilities to qualified others; hence it allows more tasks to be accomplished than if one person did them alone. The more that is accomplished, the better volunteers feel about their contribution as the whole. Thus, delegation also contributes in motivating and hence retaining high skilled and experienced volunteers. (Merrill 2005c.)

Many managers of volunteers have difficulty delegating for several common reasons such as: they think they have better idea and can perform the work better than anyone else; it is easier to do it personally than explain to someone else how to do it and then follow up to see that it was done; personal insecurity about exposing their own lack of knowledge or weak areas etc. (Merrill 2005c.)

In order to achieve effective delegation, volunteer managers and supervisors should clearly define responsibilities, goals and performance standard; determine strengths and weakness of potential candidates (volunteers) to choose the right person together with share knowledge, give comments, rewards and encourage to support the chosen volunteer fulfill the tasks effectively. In addition, volunteer managers and supervisors need to be honest and realistic about one's own limitations both in time and knowledge as delegating. They should be open to not only

accept but also actively seek out for volunteers who know more or can fulfill certain tasks better others including the supervisors themselves. (Merrill 2005c.)

Once qualified volunteers are identified, supervisors should be willing to delegate significant parts of the work to them. It is important to remember that delegation also involves the transfer of authority. In some cases, supervisor needs to shift from being a doer to being an enabler in order to achieve an effective delegation. In other words, they need to become a good manager and learn how to share responsibilities to their subordinates, in this case, qualified volunteers. (Merrill 2005c.)

In general, supervisors of volunteers may find themselves dealing with issues of absenteeism, tardiness, failure to perform or other common problems. It is important that the supervisor understand the procedures and processes for dealing with volunteer problems. On the other hand, volunteer organizations must have clear policies regarding disciplinary offenses and the consequences and keep volunteers well-informed with those policies. Merrill (2005c) recommended a first warning that clearly communicates the consequences of a second incident. If a second incident occurs, disciplinary action should be intermediate, consistent and impersonal. (Merrill, 2005c.)

However, it is inevitable that volunteers will sooner or later leave the organization. In those cases, exit interviews or questionnaires can enable the organization to gain valuable information about departing volunteers' experience. The exit interview or questionnaire should cover the tasks volunteers performed, the supervision they received recognition and any other areas of satisfaction and/or dissatisfaction. This information enables the organization to review and possibly update the job description and the skills and abilities required to perform the tasks of the positions. (Ellis 2006.)

4.2.5 Recognition volunteers

Basically recognition in volunteer organizations is about acknowledging the effort of volunteers. Since volunteers do not receive money remuneration for their contribution, recognition is especially important in improving their involvement and satisfaction (Humphrey-Pratt 2006 a & c). Moreover, recognition needs to be integrated into the day-to-day activities of volunteer organizations (Palmer & Hoe 1997, according to Berkhan 2007).

As mentioned, volunteers are more likely to stay involved if they feel appreciated for the work they perform and feel connected to the organization; recognizing volunteers' contribution helps increasing satisfaction and willingness to further participate in the organization. Therefore, through acknowledging and rewarding volunteer contribution, recognition becomes one of the key elements for volunteer management, in particularly retention. (Humphrey-Pratt 2006 a & c.)

Recognition can take different forms. Formally volunteers are thanked through celebrations and recognition events planned in their honor but only rely on the recognition event once a year is not enough (Berkhan 2007). Recognition can be done through a simple thank you as well. It is important that the recognition form fits the characteristics and contributions of the volunteers and that it makes them feels truly recognized and their contributions are valued. (Humphrey-Pratt 2006a.)

In general, there are 2 types of recognition methods: spontaneous recognition and organized recognition:

1. Spontaneous recognition (or unstructured recognition) is the best used to recognized a volunteer's involvement and contribution immediately and "in the moment". This method does not generally require a lot of planning or coordination. However, it is important to ensure that the recognition is timely, match the needs or motivation of volunteers and match the particular task or job. (Humphrey-Pratt 2006c; Berkhan 2007.)

2. Organized recognition is more formalized. It is usually less timely and may involve organized events. When providing organized recognition, it is important to ensure that the recognition methods and reward have clearly defined objectives and criteria. Volunteers should be well informed about these objectives and criteria so they can work to achieve them. In addition, rewards should be chosen in accordance with what motivate volunteers and what they value. (Humphrey-Pratt 2006c; Berkhan 2007.)

General standard, criteria and objectives should be clearly defined for the volunteers so they can try to achieve. As mentioned, volunteer performance should be evaluated fairly and consistently. Once volunteers meet the criteria, recognition can take place. It is important to remember that, together with rewarding, giving feedbacks about how volunteers have the necessary skills, how they meet the target and how problems are avoided etc is also important because volunteers should know how well they are performing, and as the result, identify space for improvement. (Berkhan 2007).

In general, recognition should base on the individual volunteer as a unique person and address their individual motivation. By linking motivation to recognition, the organization acknowledges the reason why volunteers are involved and placing value on that involvement in a meaningful way to volunteers (Humphrey-Pratt 2006c). Moreover, recognition needs to reflect what volunteers have achieved. In other words, both of volunteer involvement and contribution should be included in recognition (Berkhan 2007). In addition, the organization should also ensure a sense of trust that effort will definitely receive the proper recognition and take into consideration that many people enjoy public recognition while others refer quite, or not, recognition. (Humphrey-Pratt 2006a.)

5 CASE COMPANY: ACCESS FOUNDATION

5.1 Company introduction

The ACCESS Foundation (ACCESS) is a volunteer organization supporting the international community in The Netherlands with free information and advices. Established in 1986, nowadays ACCESS is staffed by over 150 multi-cultural volunteers and is the primary source of free information in English for the international community living and working in The Netherlands. With two offices, one in Amsterdam and one in The Hague, the organization receives over 20,000 enquiries annually.

As a typical volunteer organizations, ACCESS does not set a high requirement standard for those want to volunteer. The only requirement for those who want to volunteers in ACCESS is being able to communicate in English although the organization does ask volunteers to commit one day a week for at least 3 months in the application form.

5.2 Activities and services

ACCESS maintains and updates a comprehensive database of information relevant to the international community in The Netherlands. The Helpdesks Departments in Amsterdam and The Hague answer a wide range of questions by telephone and emails. ACCESS volunteers also offer personal consultation service. In addition, the Community Education Department offers a comprehensive program of courses and workshops in English covering a wide range of topics that reflect the interests and experiences of the international community. ACCESS also offers a wide range of publications to assist with living in The Netherlands. A range of useful books are available for purchase from either online shop or ACCESS offices. The quarterly ACCESS Magazine is distributed free of charge throughout the community. The magazine is in English covering several topics of interest of foreigners living in The Netherlands.

5.2.1 Organizational structure

In the highest position of the structure is the executive board of ACCESS Foundation. All the board members are volunteers although they do not often involve with daily work of the organization. Board members normally gather in quarterly meetings to assess the operation and performance of the organization and then plan for the coming activities.

Each of the offices has its own director, which is the only paid position in the office, and a Management Team consisting of all the heads of different departments. Both of the director and Management Team together supervise general volunteers. Volunteers are divided into different departments based on their skills and requests. Within a department, the head of department plays as the role of mid-level management and is responsible for supervising general volunteers, communicating between general volunteers and the Directors as well as ensuring that the tasks will be done correctly. All the other volunteers share the same position level. Tasks and work are divided among volunteers based on their abilities of skills and time commitment. Figure 10 below represents the simple hierarchy structure in ACCESS Amsterdam office across three different levels: volunteer manager, mid-level managers and general volunteers.

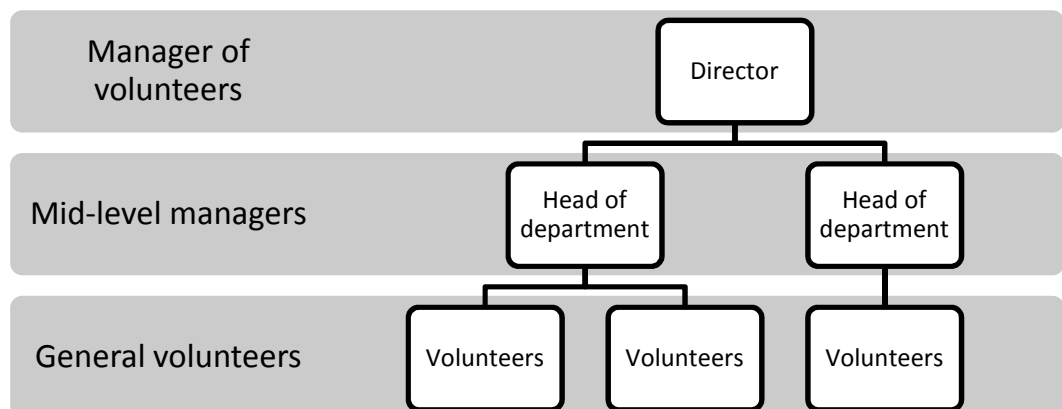


Figure 10: Hierarchy structure in ACCESS Amsterdam office

The two offices of ACCESS Foundation are equal in status and operate independently (Figure 11). They share the same goals and offer the same set of services to the international community in their local areas. However, the organization ac-

knowledges that the situations in the two offices are different in many aspects because the community in Amsterdam and The Hague are not identical, sources of funding are different and volunteer profiles may not be completely similar. As a result, this leads to inevitable differences in the services that are offered by each of the two offices.

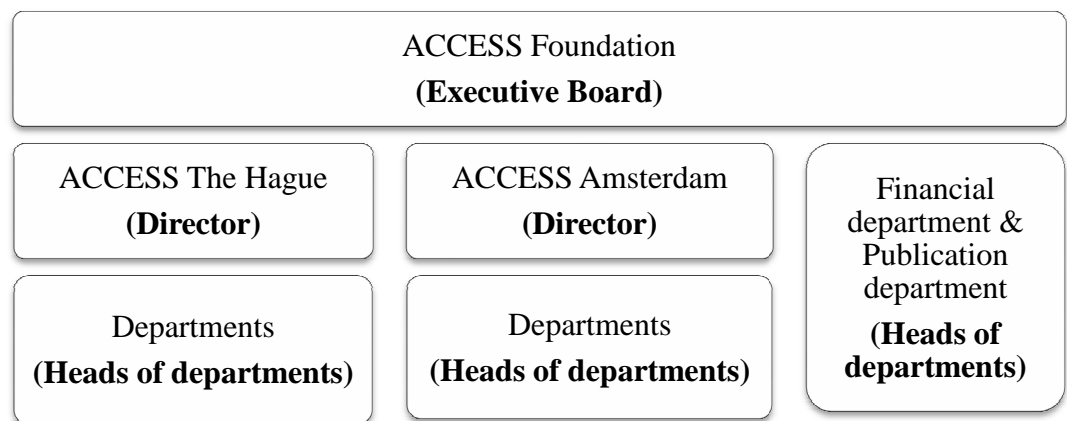


Figure 11: Organizational structure in ACCESS Foundation

The two offices have a quite similar position and organizational structure consisting of several departments which enable the offices to run independently from each other. Departments in ACCESS Amsterdam are listed as following:

- Helpline: provide information and advices to the community through phones and emails
- Information researching: develop, maintain and update the comprehensive data base that Helpline department will use to support the community
- PR-Marketing: improve the organization's image among the community and develop relationships with other organizations and businesses
- Fundraising: seek for financial donations
- Advertising: sell advertisements on ACCESS' website and magazine
- Computer service: maintain computers and office equipments
- Community education: organize and offer training courses and workshops
- Volunteer resource: recruit new volunteers and take care of existing ones

In addition, the two offices share together the Financial department which handles financial matters and Publication department which is responsible for the wide range of ACCESS' publications.

5.3 Volunteer Management Cycle in ACCESS Amsterdam – challenges and recommendations

In order to improve the volunteer management in ACCESS Amsterdam, the author study the office's operation based on the Volunteer Management Cycle framework to identify difficulties that the office is facing and issues that should be handled. Challenges and recommendations are discussed based on that framework as well. To end the empirical part, the author studies typical characteristics of volunteers in ACCESS Amsterdam in order to identify target groups of potential volunteers for the office.

5.3.1 Planning and designing

Due to long history, the organizational structure stays quite stable for both of the offices including ACCESS Amsterdam. Moreover, ACCESS Amsterdam's director clearly shares that there is no current need for planning and designing new positions within the office while there is a continuous need of new volunteers to fill in existing positions across departments. Besides, the office chooses to welcome everyone to volunteer in regardless of their backgrounds, abilities and motivations.

The fact is that the office has never considered indentifying target group(s) of potential volunteers. Moreover, there has not been any consideration paid to factors such as why people would choose to volunteer in ACCESS Amsterdam and what would make the office become distinguished from other volunteer organizations. Table 1 below shows the current situation and the author's comments involving with what is going on in ACCESS Amsterdam based on the basic steps of volunteer recruitment process that the author suggested earlier.

Table 1: Recruitment process in ACCESS Amsterdam

Basic step	ACCESS Amsterdam	Comment
1. Identifying the needs for organizations to have volunteers	No need for new positions Continuously need new volunteers	The needs are identified clearly
2. Defining volunteers, who they are and what their motivations are; and then identifying target group(s)	“Everyone are welcome” Never identified potential volunteers’ motivation	Too broad Need to identify target groups and their motivations
3. Possibilities to offer to volunteers	Friendship & networks Learning new skills	Nothing notable
4. Start recruiting	Continuously recruit new volunteer through monthly Information Morning	(discuss later in recruitment and selection)

As mentioned in Table 1, while the needs of recruiting new volunteers are defined clearly, ACCESS Amsterdam’s idea of potential volunteers is currently too wide. While potential volunteer should be targeted, their motivations to volunteer need to be considered as well. Recommendations for identifying and targeting potential volunteers will be presented later.

In addition, there is generally no significant difference that distinguishes ACCESS Amsterdam from other volunteer organizations in the way that volunteer opportunities are presented. The question here is “Why would I want to volunteer in ACCESS Amsterdam but not any other organization?” Once potential volunteers are targeted and their motivations are identified, the office should pay close attention to present the match between what potential volunteers wants and what they will gain while contributing in ACCESS Amsterdam. Representation of that match can contribute in distinguishing ACCESS Amsterdam from other volunteer organizations, in order words, making the target group believe that ACCESS Amsterdam is the best option for them to volunteer.

Regarding key elements of effective planning and designing process, in addition to the need of targeting potential volunteers as discussed, ACCESS Amsterdam still lacks of communicating to other volunteers in the office. General volunteers in the office often only know that new volunteers need to be recruited frequently but do not understand why. Basically, most of general volunteers come to the office about once per week. Therefore, although they know that there are a lot of volunteers in the office, there is not much chance to interact with others. As the result, rather than what they themselves are doing, general volunteers usually do not know how other volunteers are performing or how other tasks are done. Thus, the office should inform existing volunteers about the fact that although there are usually a considerable number of volunteers contributing at any time; the majority of commitment is quite low therefore new volunteers are continuously needed to improve the organization's overall performance.

Due to no need for new positions, there is not an absolute need to developing new job description either. Appendix 1, the handout used in Information Morning, is the job description that the office uses currently. As shown in Appendix 1, the paper is approximately 2 pages in lengths consisting of:

- Very brief introduction of ACCESS
- Volunteer opportunities in ACCESS Amsterdam presented together with certain benefits for volunteering
- Lists of all departments in ACCESS Amsterdam and their responsibilities, what to expect in each department

As comparing with the theoretical study, the handout covers the necessary parts of a normal job description. However since this is used for volunteer recruitment, although the handout provide volunteers the feeling that they are welcome and valued for the contribution; the message is just simply too broad, there is no indicator of which potential volunteers are targeted by ACCESS Amsterdam. Thus, once potential volunteers are targeted as recommended, the handout should be modified in the way that people can recognize clearly who are targeted as potential volunteers in ACCESS Amsterdam and how those can fulfill their motivations while contributing in the office.

An investigation held by the Corporation for National and Community Service in 2008 in order to study why people do or do not volunteer found out that non-volunteers tend to think a volunteer as someone who was retired, without children at home and had an excess of leisure time (Corporation for National and Community Service 2009). Therefore, job description, or the handout in ACCESS Amsterdam's case, should include a clear explanation that it is not necessary to have a lot of free time for people to volunteer.

In addition, the descriptions of departments, what their tasks and responsibilities are, are very brief. They are good enough to be included in the handout for recruitment session. However, it would be better if ACCESS Amsterdam can introduce a longer and more detailed version of department descriptions in their website since the current one is the same as in the handout. This idea is suggested due to the fact that the author had noticed there are many people decided to volunteer in ACCESS Amsterdam but did not know either how many departments there were in the office, what they were doing or which department would be more suitable. More detailed descriptions in written form can help to decrease those cases while website is the best option because it is easy and quick to access and modify.

5.3.2 Recruitment and selection

Once every month, Volunteer resource department holds a recruitment session called Information Morning. The Information Morning provides people a chance to be familiar with what ACCESS Amsterdam is doing and possibilities to volunteer in the office.

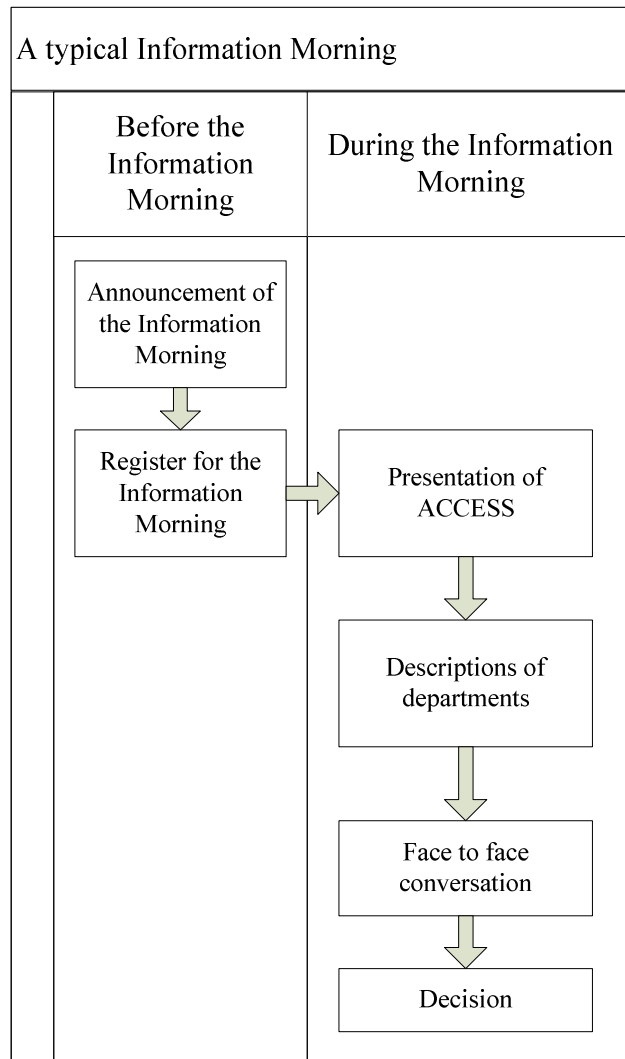


Figure 12: Diagram of a Typical Information Morning

Figure 12 above shows what usually occur in a typical Information Morning. Schedule of the Information Morning is usually announced in advance so that people can register for their participation. The session normally starts with a short presentation of ACCESS, what the organization is doing, who can volunteer and how to volunteer etc.; and follow by descriptions of departments together with responsibilities and tasks of the positions within each department. Although recruiters usually are member of Volunteer resource department, participants who wish to volunteer in ACCESS are usually asked to have a face to face conversation with the head of the department that they want join. Therefore, all heads of departments are usually asked to be available in the day of Information Morning although there is no guarantee that whether any participant will be interested in joining certain departments.

The conversation is held in the manner of an “interview” aiming to provide participants valuable insight information and also discussions from a different perspective – from inside the department. Furthermore, the conversation gives a great chance for the participant and the head of that department to exchange relevant information and understand each other, and if possible reach a final decision – whether that participant is suitable to join in the group. It usually takes approximately 3 hours from the beginning of the Information Morning– presentation of ACCESS Amsterdam till the time final decision is made.

However, there are many cases that participants get confused with when choosing department, as the result, these participants tend to have conversations with different heads of departments, one after another. This often causes frustration for both parties of the conversation because while the head of department does not know whether the other party wants to join in, the participant may receive irrelevant information. Seeing this situation happened quite several times, the author suggested some modifications for the progress of Information Morning. Figure 13 below shows diagram of a better Information Morning that the author modified from original diagram of a typical Information Morning with suggested recommendations.

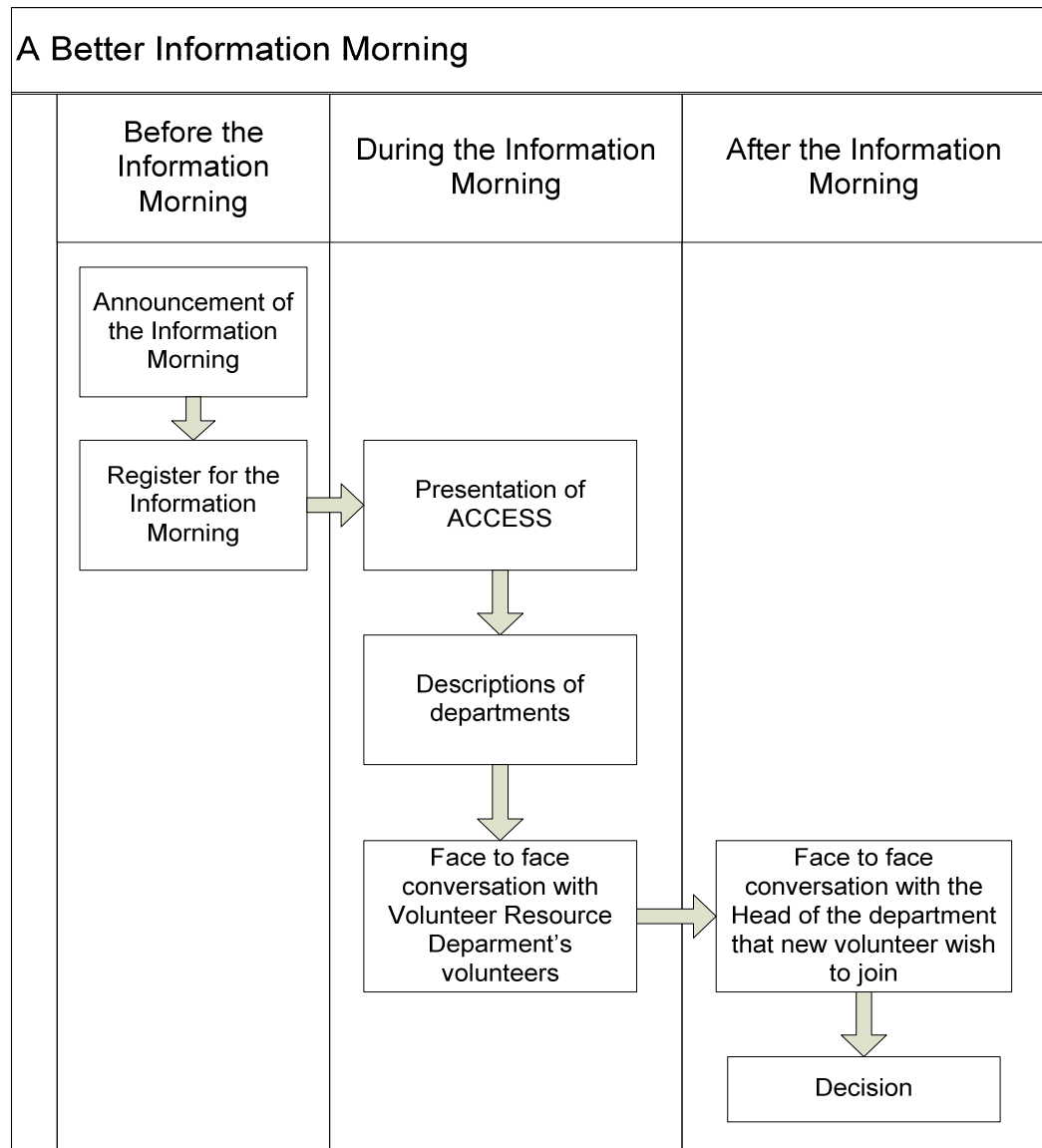


Figure 13: Diagram of a Better Information Morning

As shown in Figure 13, the author suggests that participants of Information Morning should have face to face conversation twice, one with recruiters while the other with head of the department that one's wants to join. Another modification is about timing. While conversation with recruiters provide chances for personal contacts, hence both parties and exchange relevant information such as personal abilities and motivations together with department's requirement and expectation. Through this conversation recruiters can recommend which department will be more suitable for participants. Since the second conversation is held after the day of Information Morning, participants have time to review all the information they get from recruiters, and then consider and re-consider the choice they want to

make. Final decision is established based on the agreement between participants' choice and that department head's approval. In general, while the second conversation is critical for final decision making, the first one plays the role of first checking point which helps in identifying potential volunteers and as the result decreasing the number of conversations that heads of departments need to hold.

Due to the nature of the organization, the tasks and responsibilities of all the positions are very basic and do not require specific skills. Therefore, ACCESS Amsterdam has been and wants to continue welcoming everyone who wants to contribute as volunteering. Thus, selection does not really occur in ACCESS Amsterdam, and as the result, placement become a significant part of recruitment. Beside, although the organization welcomes everyone in general, each of departments may have its own barrier regard accepting new volunteers. For example, although everyone who can use English to communicate are welcome to volunteer in ACCESS; positions in Helpline Department require volunteers to be able to communicate in English as native speakers.

As mentioned, placement is critical in ACCESS Amsterdam. Agreeing with Gaskin (2003) and McKee (2003b), director of the office understands that volunteers are happy only when they are doing what they want and what they are qualified to do (Gaskin 2003; McKee 2003b). Therefore, the placement process in ACCESS Amsterdam focuses heavily on two factors: what volunteers want to do and what they are able to do. As the result, during the conversation with potential volunteers, heads of departments are suggested to aim on revealing what participants want and expect to do and compare that with the responsibilities of their departments. Once there is a match between what potential volunteers want to do and what responsibilities of the department are, they are welcome to join in the group.

Concern recruitment technique, as welcoming everybody to volunteer, ACCESS Amsterdam basically applies "warm body recruitment" which aims to spread the message as wide as possible (McCurley & Lynch 1998, according to Berkhan 2007). If ACCESS Amsterdam decides to target potential volunteers as recom-

mended, target recruitment technique should be applied in order to reach the right segmentation group.

In addition, “concentric circle recruitment” can be combined together as well. Through word of mouth, this technique can ensure a steady flow of participant for recruitment process (McCurley & Lynch 1998, according to Berkhan 2007). Another reason supporting this technique is that many people volunteer because of relational drive - the second level of motivation (McKee 2003b). By applying this technique, the office should communicate to existing volunteers; explain to them that there is a continuously need of new volunteers together with certain recruitment information such as who will be suitable to volunteer in different departments, what motivations that the office can fulfill and how etc.; and as the result encourage existing volunteers to recruit their families, friends and acquaintances.

As for paperwork, new volunteers are asked to provide the application form filled in with requested information such as personal details, abilities of time commitment, experience in other volunteers work etc. Appendix 2 shows the application form made a few years ago that ACCESS Amsterdam is still using currently. As showing in the application form, there are certain questions leading to important information for understanding and as the result, motivating volunteers, for example: “What are your main expectations concerning your volunteering experience at ACCESS?” (ACCESS Amsterdam’s application form, Appendix 1)

Unfortunately, not everyone pay attention to all the answers that new volunteers provide in the application form. Although new volunteers’ information will be registered into ACCESS database, not all the details will be considered or even put into the system. In fact, the current database system only consists personal identification such as full name, address, contact information, nationality etc. As the result, certain information in the application form such as experience and expectation in volunteering has been missing out although new volunteers were asked to provide. The author suggests modifications should be made for the database software. Beside personal information, other factors such as spoken languages, reasons to volunteers, volunteer history and experience, what and how was the first time contact ACCESS etc should be included in the system as well. This in-

formation is valuable for the office to understand who its volunteers are and what they expect and as the result how to motivate them. Besides, if the system does not include certain information then why volunteer need to provide through the application form.

5.3.3 Orientation and training

In ACCESS Amsterdam, heads of departments are also responsible for providing necessary orientation to new volunteers within their departments. Orientation usually happens in form of conversation and on-the-task training. In other words, although there is not general rule concerning orientation, most the heads of departments usually let new volunteers begin with the tasks right away and give instruction and relevant information as a form of orientation. This way of orientation is appropriate for most of the departments in ACCESS Amsterdam because the tasks are generally basic and simple. Moreover, as the result of the tasks being basic and simple in ACCESS Amsterdam, training is usually not necessary while orientation is generally simple and short.

Due to the low number of new volunteers joined in the organization – approximately 3 or 4 persons every month, orientation is normally personal-oriented in ACCESS Amsterdam. Personal-focus orientation not only effectively helps new volunteers understand clearly what to expect for the job but also contributes in motivating them (Humphrey-Pratt 2006d; Merrill 2005d). The fact is once orientation is given based on new volunteers' personalities and abilities; they will easily have the feeling of belonging and connection to the organization. Moreover, personal-focus orientation also leads new volunteers to the feeling that their contributions are valued and as the result, increases their motivation.

For orientation material, some departments have a manual guide consisting relevant information on how to fulfill different tasks within that department. However, most of these manual guides are made a few years ago and out-of-dated while some are too long – about 20 to 30 A4 pages in lengths. Therefore, most volunteers tend to avoid the manual guide while even some heads of departments real-

ize that their manual guide is inappropriate for current usage. Since there is no other written form of orientation material used in ACCESS Amsterdam at the moment, the author suggested that each department should develop a decent manual guide. The guide should be brief while ensuring that all the tasks that need to be done are included and instructed correctly. The ideal length is about 3 to 5 pages.

Appendix 3, Thing to do – guide for PR Marketing Team, is the short guide that author made to help team member in PR Marketing department remember what need to be done at that time. However, this guide may needs to be developed more to be used as orientation material since new volunteers need more detailed information. Since it is possible that volunteers in the same department cannot meet up together because of different schedule, a short guide like Appendix 3 is significant to remind all team members the common goals of the department, what is going on and what need to be done etc

5.3.4 Supervision and evaluation

Although the heads of departments generally play the roles of supervisors for all the volunteers within their department, the director accounts for top-level of supervision in ACCESS Amsterdam. Due to the nature of being volunteers themselves, heads of departments are not be able to present in the office full-time, hence the director occasionally needs to fill in the responsibilities of supervising general volunteers.

It is common that new volunteers will occasionally have to fulfill their tasks alone when the head of that department is not able to come to the office. Independence is one of the main factors that affect the nature of volunteering in ACCESS Amsterdam while recruiters keep emphasizing its importance during recruitment session. Thus, in ACCESS Amsterdam, the common objective of both of orientation and supervising is helping new volunteers to be able to fulfill their tasks independently while being able to work independently is one of the main evaluation criteria.

Communication is handled quite well in ACCESS Amsterdam. Because the office's size is relatively small and everybody including office's director works together in one shared area; communication often occurs frequently and effectively. It is very easy for general volunteers to ask questions, share their opinions or ask for feedbacks from supervisors including feedback from the office's director. On the other hand, when sharing the same working area with other volunteers, it is not too complicated for the office's director to understand them including how they are working, how they are satisfied with the work and what they expect etc. In fact, ACCESS Amsterdam's director usually has casual conversation with different volunteers. Communication between general volunteers and heads of department usually occurs casually. Besides, monthly newsletters are issued and sent through emails to update all volunteers including those who have not recently spent much time in the office what is going on in the office.

Although monthly meeting is held between director and Management Team to assess the general performance of each department, there is no general standard or rule for evaluating volunteer performance in ACCESS Amsterdam at the moment. In fact, volunteer evaluation does not really occur in the office. The author suggests evaluation interview to be held every 3 months of volunteering. As mentioned, frequently evaluation helps ensuring that the volunteer is still contributing and assess whether change should be made to improve one's involvement and satisfaction (Ellis 2006). Through conversation, the office's director or head of department has chance to understand how the volunteer has been doing for the past 3 months, on the other hand, the volunteer can share opinions and make suggestions that may improve their involvement and satisfaction.

Due to the nature of ACCESS Amsterdam, volunteers are required to be able to work independently while delegation is necessary. Since director is the only full-time position in the office, a lot of responsibilities need to be shared to other volunteers. Although the majority volunteers are often expected to fulfill their normal tasks, those volunteers who have been in the office approximately 1 year or more are trusted with specific extra responsibilities such as organizing and managing special events, maintaining relationships with certain organizations. In short, ACCESS Amsterdam's delegation is quite successful since certain volunteers are

given specific responsibilities. In fact, ACCESS Amsterdam's director has been delegated a considerable amount of responsibilities to those volunteers who have been in the office for a while.

There is a version of exit questionnaire made a while ago (Appendix 3). However, ACCESS Amsterdam has not used this form for a while. As shown in Appendix 3, the questionnaire was well written. It covers a wide range of relevant information such as volunteer's opinion concerning the work and work environment, different opportunities, supervision and recognition practices, how the volunteering fulfill individual expectation, reasons for leaving and suggestion for improvement. All these information are very valuable for the office to improve its managerial practices. Unfortunately, the form has not been used for a while thus the information has not been collected. It is recommended to ask departing volunteers fill in this questionnaire from now on. The answers should be collected and analyzed carefully and systematically to provide the office with valuable information for changes and improvements.

5.3.5 Recognition

Volunteers are thanked frequently through conversation and compliments. However, there has not been any event held to recognize volunteer contribution. Departing volunteers often received souvenirs from the office as a way of thanking for their contribution. However, for those volunteers who are still contributing, they do not have any chance to be formally thanked. On the other hand, although there are a lot of events held for ACCESS Amsterdam volunteers get together such as monthly lunches and holiday celebrating, these events are purely for entertaining purpose. Thus, the author suggests recognition practices to be combined to these events.

Since volunteers do not receive pay for their contribution, rewarding become one of the powerful tools for organizations to keep volunteers motivated. Careful recruitment and symbolic rewards are suggested to be significant in explaining the variation in volunteer satisfaction, time commitment and length of volunteering

(Cnaan & Cascio 1999). Thus recognition is highly recommended in ACCESS Amsterdam.

Since volunteer tenure vary greatly in the organization, it is impossible to arrange certain awards such as “volunteer of the year” while “volunteer of the month” is just simply unreasonable because the period, one month, is too short for volunteer contribution to be highly recognized and valued. Thus, the author suggests the introduction of “Bronze volunteer”, “Silver volunteer” and “Gold volunteer” as following: the title of “Bronze volunteer” can be rewards at 3 month after the time volunteer joined in the office while “Silver volunteer” and “Gold volunteer” requires 6 and 9 months. These periods of time are chosen in accordance with the evaluation interview schedule (every 3 months). In order to achieve these titles, volunteer commitment and contribution need to be recognized and approved by both of the head of that department and the office’s director. Moreover, for every year of staying involved in the office, volunteers should be recognized and highly respected through a specific title and a symbolic award. To summarize, by staying involved and contributing in the office, every volunteer has chances to receive:

- The title “Bronze volunteer” after 3 months volunteering
- The title “Silver volunteer” after 6 months volunteering
- The title “Gold volunteer” after 9 months volunteering
- Then, for every year of involvement, the volunteer will receive a symbolic award together with specific title

The volunteer titles should be given together with a formal certification and a reward that is chosen based on volunteer’s individual motivations. Beside the formal certification and personal rewards, the yearly contribution recognition should also include the symbolic award that is the same for everybody. With the introduction of these titles and awards, volunteers can feel that their contribution and commitment are definitely recognized and valued. Moreover, by celebrating every year of contribution, the office clearly states that permanent volunteers are highly respected and valued. The ceremony for these awards can be combined together with holiday celebrating or monthly lunches.

5.4 Volunteers in ACCESS Amsterdam and their motivations

Due to the fact that ACCESS aims on supporting the international community, the organization has been attracting expatriates and immigrants to volunteer while assuming that the native Dutch population has many other chances to volunteers besides this organization. Although ACCESS Amsterdam openly accepts volunteers regardless of their nationalities, backgrounds and cultures, the majority of the volunteers are foreigners who are living, studying or working in The Netherlands.

Unfortunately, although volunteers are required to provide their personal information including their nationality in the application form, ACCESS Amsterdam has never recorded the statistical figures concerning volunteer nationalities. While it is impossible to find this information of the past volunteers, the author had recorded the nationalities of all volunteers in ACCESS Amsterdam during the period of time between July and December 2009 (Appendix 4). Based on Appendix 4, Ratio of volunteer nationalities in ACCESS Amsterdam between July and December 2009, Figure 14 was developed to shows the countries that the majority of most volunteers coming from. (“Others” includes: Argentina, Belgium, Hungary, Lithuania, New Zealand, Portugal, Singapore, Thailand and Vietnam).

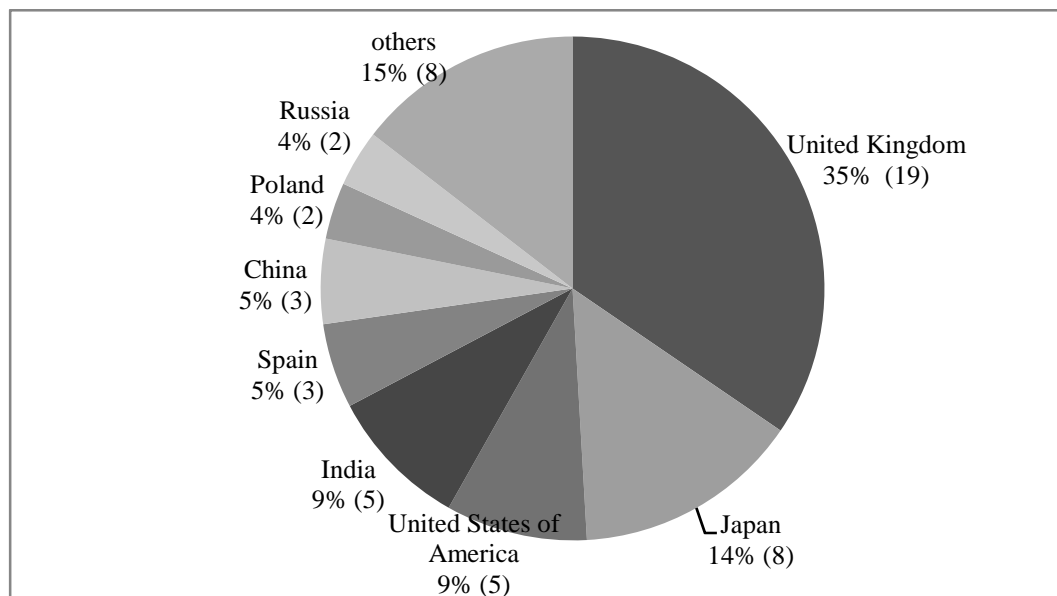


Figure 14: Nationalities of volunteers in ACCESS Amsterdam by percentage (July - December 2009)

As shown in Figure 14, between July and December 2009, the majority of volunteers in ACCESS Amsterdam come from United Kingdom (35 percent) including the main part from England (30.91 percent) (Appendix 4). The next groups are from Japan (14 percent), America (9 percent) and India (9 percent) (The figure on parenthesis in Figure 14 shows the total number of volunteers from that country). Together with the other figures in Appendix 4, it is reasonable to say that ACCESS Amsterdam volunteers come from a wide range of countries and cultures, which provides the office with the international environment as nowadays.

The author acknowledges that the volunteers in ACCESS Amsterdam are firstly foreigners who are living, studying or working in a foreign country before being volunteers. Hence, their motivation to volunteer may be different from the people who come from the same culture but are not living, studying or working in a foreign country. For example, the Japanese who is living in Japan and the one is living in The Netherlands may have different motivations to volunteer. According to discussion with several volunteers in ACCESS Amsterdam, some example factors that affect the differences can be listed:

- The ability that a person can use the local language: if the person is not able to communicate in the local language fluently, one might think of volunteering as one of the best ways to practice the language, make friend and network with other people etc
- Career situation of that person: if the person is looking for a job in a foreign country, volunteering may be one of the best solution for one to get adapt to the new environment, learn the local etiquette and even get job opportunities etc. not mentioned the benefits of gaining experience and CV improvement.
- The cultural distance between original country and residing country: while a British can adapt and make new friends quite well in The Netherlands, an Indian may find it difficult to get used to the new living environment. Hence, the Indian will be more likely to volunteer in order to make friends and learn the local etiquette.

Although the majority of volunteers in ACCESS Amsterdam is female (almost 80 percent), their age, education and employment situation vary greatly. Between July and December 2009, the office's volunteers generally consist of:

- Retired people who want to make friends and contribute to the community at the same time
- People who do not need to get a job, housewives for instance, and think that volunteering is a good option for spending time, making friends and contributing to the community
- People who are looking for a job and consider volunteering as a way to get career opportunities
- People who want to practice English
- Students who want to earn credit for practical training or internship and improve their CV

While the first two groups tend to stay involved in the office relatively longer, the last two groups have a clear indicator of when will leave (when the practical training ends / when their English skill improves), the young people who is looking for a job are the most difficult to be predicted concerning when they will leave the positions because it depends on when they can find a job.

Based to the office nature and environment, the organization's mission and strategies, what the office can offer and other relevant factors, the author suggests target volunteers and their motivation identified as Table 2 following:

Table 2: ACCESS Amsterdam's potential volunteers and their motivations

Potential volunteers	Motivation to volunteer	What ACCESS Amsterdam can offer
1. Those who want to practice English	Practice English	
2. Those who want to experience working and interacting with foreigners	Interact with foreigners	- Communication in English - International working environment
3. Those who are not native Dutch and want to be connected with other foreigners in the Netherlands	Connect with non-native Dutch	

<p>4. Those who want to learn specific skills or gain experience in specific areas</p> <p>5. Student who want earn credits for the practical training/internship</p>	<p>Learn skills</p> <p>Gain experience</p> <p>Practical training/Internship</p>	<ul style="list-style-type: none"> - Many departments - Tasks vary greatly - Possibilities to learn or gain different skills and experience
<p>6. Those who want to make new friends</p> <p>7. Those who want to network with others</p>	<p>Friendship</p> <p>Networking</p>	<ul style="list-style-type: none"> - Huge number of volunteers - Relationships with many networks and organizations

As mentioned, ACCESS Amsterdam recruitment message is too broad thus the office has not been able to distinguish itself from the other organizations while presenting volunteer opportunities. Once potential volunteers are targeted as recommended, the office should aim to revealing the opportunities to practice English and interact with other foreigners in recruiting message. As discussed, instead of using a wide recruitment message which tries to reach everybody, targeting in certain potential groups will help increasing the chance that they will response (Smith D. R. 1994, according to Berkhan 2007). Moreover, people are more likely to volunteer if they feel that they are asked directly (Statistics Canada, 2007). Therefore, the office should modify the recruitment message in the way that appeals its international environment so people can realize who are targeted to be potential volunteers.

In addition, based on ACCESS Amsterdam's international environments and good relationships between the office with certain networks and organizations such as British Society, Expat Center and English Tutors etc, volunteers should be enabled and encouraged to practice English if they are not native speakers and connect to members of other networks and organizations. In other words, the office should use its strength in providing English communication environment together with opportunities to make new friends to enable volunteers gain developed motivations based on these factors.

In short, ACCESS Amsterdam volunteers vary greatly regarding cultural backgrounds, education and employment situation thus it is challenging to identify their motivations generally. Hence it is also more challenging to apply the general rules of volunteer management into the office. In general, every managerial practice needs to be chosen and planned carefully with the consideration of the office's current situations and its volunteers' concern and motivation.

6 SUMMARY

In general, the volunteer sector still suffers from the ignorance of the importance of their contribution in many areas even though most, if not all, volunteer organizations and nonprofits could not exist without volunteers. While studies regarding volunteer behavior are still limited, resources invested in volunteer recruitment and management are often poor when compared with that of paid employees.

Unlike paid employees, volunteers are not dependent upon the organization for pay, and in fact are not motivated monetarily. Volunteers' sources of motivation are often different from paid employees. Therefore, organizations need to understand the dynamic of working with volunteers and reasons why people commit their time and talents. In accordance with many recent studies, one of the key factors for managing volunteers effectively is that volunteers must be made to feel wanted, valued and appreciated. Since they do not receive remuneration for their contribution, their motivation to volunteer should be fulfilled while rewards must be supplied in other ways by the organization.

As the main finding of this study, the ideal model of volunteer management is suggested to be developed based on the framework of Humphrey-Pratt's Volunteer Management Cycle (2006) with the consideration of the correlations among three key elements: volunteer involvement, motivation to volunteer and managerial practices. However, due to the diversity of volunteers regarding background and expectations, tasks and positions, motivation to volunteers etc, organizations need to modify the ideal model of volunteer management in accordance with their own situations, vision of value and strategies of operation.

Figure 15 shows the correlations among volunteers' motivations, their involvement in the organization and the organization's managerial practices. These three are the key elements for the ideal model of volunteer management.

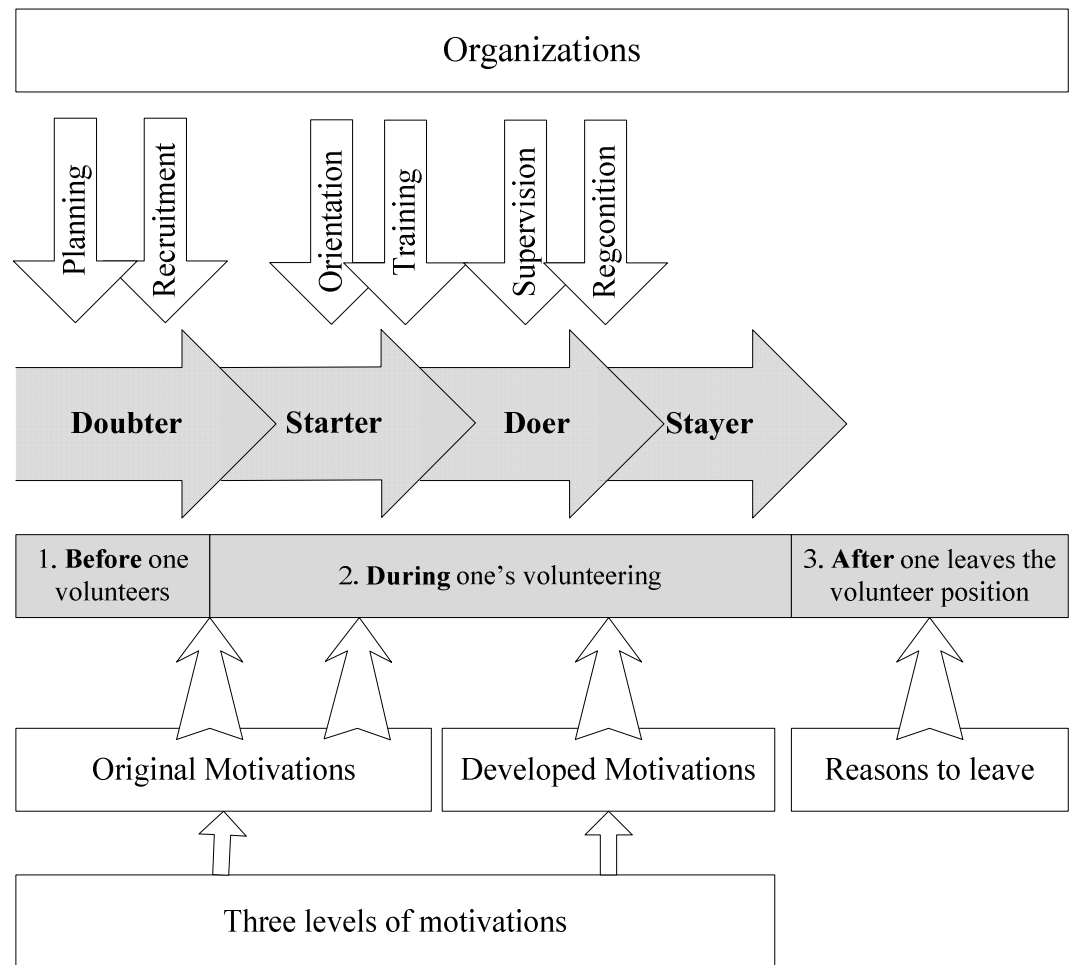


Figure 15: Volunteer's motivation and involvement in organizations

While the Volunteer Management Cycle provides the framework of 5 connected stages: planning and designing, recruitment and selection, orientation and training, supervision and evaluation, and recognition; Figure 15 shows how these managerial practices connect to the timeline that every volunteer goes through in organizations together with different levels of volunteer involvement: doubter, starter, doer and stayer. In addition, the figure also presents how original motivations encourage people to start and keep volunteering while certain motivations can be developed to give volunteers more reasons to stay involved.

In short, understanding how the volunteer get involved in the organization and what motivates them to stay involved need to be considered when developing managerial practices for the ideal model of volunteer management. Once potential volunteers are targeted, vision of value and strategies of operation are identified, the organizations' strengths and weaknesses are analyzed, organizations can mod-

ify the ideal model in order to achieve volunteer management effectiveness in their own situation. Besides, volunteer management should also aim to create the right balance of different management approaches: combining flexibility and organization, informality and efficiency, personal and professional support etc when developing and planning for different managerial practices.

Due to the long history of the case company, managerial practices are generally organized although certain modifications have been identified and suggested. The main issue is that potential volunteers are not targeted, but rather the recruitment message is aimed at reaching everybody. As a result of the broad recruitment message, the office has not been able to distinguish itself from the other volunteer organizations. In other words, people do not understand why they should volunteer in ACCESS Amsterdam instead of some other organization. Thus, ACCESS Amsterdam needs to target potential volunteers and based on that develop recruitment and management process in the consideration of their motivation to volunteer. Moreover, the office should promote its strengths in providing an international environment together with good relationships with many other organizations and businesses in order to become outstanding when presenting volunteer opportunities. Besides, organized recognition is highly recommended for the office so volunteer contribution can be formally recognized and thanked.

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APPENDICES

APPENDIX 1: Handout used for Information Morning (Source: ACCESS Amsterdam)



ADMINISTRATIVE COMMITTEE TO
COORDINATE ENGLISH SPEAKING
SERVICES

Prinses Irenestraat 59 2nd Floor
1077 WV, Amsterdam
The Netherlands

Tel: +31 (0)20 421 8445
Fax: +31 (0)20 530 5099
helpdesk-ams@access-nl.org

WELCOME TO ACCESS AMSTERDAM INFORMATION SESSION

ACCESS is a non-profit foundation which was founded in 1986 when the need was identified for English language services to assist the growing international community arriving in the Netherlands. ACCESS has since evolved into a unique organisation, providing free information and support to the English speaking community for the whole of the Netherlands. We have offices in The Hague and since July 2003 in Amsterdam.

The services that ACCESS offer are:

A help line which is open between 10am and 4pm, Monday to Friday, which receives more than eight-thousand calls per year;

A web site from which we receive more than ten-thousand enquiries per year;

Courses (in English) on subjects such as Childbirth in the Netherlands and Culture Shock;

Publications concerning all aspects of life in The Netherlands;

Counseling services in English or native languages by professional counselors;

One-on-one consultations providing information for people new to the Netherlands.

Volunteering Opportunities. Being a volunteer for ACCESS can make all the difference to your new life in the Netherlands. For a start, it's a great way to meet new people and to interact with like-minded individuals from all over the world. It's also an excellent opportunity to keep your work skills up to date, whilst learning new skills and giving something back to the local community. ACCESS is always looking for volunteers with a wide variety of experience in various backgrounds. You don't necessarily have to be a native English speaker; just have the ability to communicate comfortably in English on a day to day basis. You must be enthusiastic, willing to learn, eager to share your ideas and enjoy working as part of a team. ACCESS is made up of a range of departments, so whatever your

background, we are sure that you will be able to contribute in some way. All we require is that you are willing to give us a minimum of six hours per week of your time and that you hold an EU passport or a valid Dutch/EU residence permit (or have an application in process). We are a flexible organisation, with an open and friendly atmosphere and an excellent working environment. Volunteer Resources will let you know which of the following departments have vacancies.

Helpline. Our friendly team of Helpline staff is the first point of contact for the community, either via telephone, e-mail or personal interview. They provide guidance and advice on all manner of subjects, using our comprehensive computerised information database. Adjustment to life in the Netherlands can be difficult and callers seek our help for an amazing range of reasons. It is therefore vital that helpline staff have an approachable, pleasant and sympathetic personality and the ability to communicate well with all kinds of people (irate, upset, etc); whilst maintaining a calm and patient manner. They have to be comfortable with face to face contact and committed, even if it is only for 3 hours a week. Basic email and internet searching skills are required. Nevertheless, full training will be given to those who are less confident in this, but enthusiastic about joining the team.

Information Research. Our Information Research department is a crucial aspect of the service, since the ability to provide the community with precise and comprehensive information is something that we pride ourselves upon. This team is responsible for the gathering, inspection and update of over 10,000 records in our computerised information system. This is mainly accomplished using the Internet, however telephone directories and various other documents are used as well. The IR team also works closely with the Helpline to create documents containing basic info and content detail for services and organizations in the Netherlands. Lastly, they help to revise and edit our wide range of ACCESS publications each year before re-print. Although this is a fairly busy team, this role would best suit an individual who is able to work with a degree of autonomy and who is both diligent and self motivated.

Fundraising/ Marketing & Public Relations. Our small but enthusiastic Fund Raising and PR team is responsible for actively promoting ACCESS in order to maximise income generation and ensure the survival of the organisation. Their aim is to attract new funding by raising awareness of the service amongst the general public, local organisations and large and small businesses in Amsterdam. We also concentrate on building and maintaining strong relationships with existing sponsors and donors. In addition, duties include the development, planning and coordination of a range of fundraising activities and events. We also work with the Hague to produce communications materials, including the quarterly magazine. Four times a year we distribute the magazine. Jobs in this department are best suited for individuals who enjoy working with others, are outgoing, comfortable with talking to and meeting new people, as well as self-starters. Although we can often offer shorter projects to people with some relevant experience, this team is most suitable for people who will be able to spend at least 6 hours a week at ACCESS for at least 6 months.

Publications/Advertising. This department is involved in writing articles for the quarterly magazine and also selling advertising for the ACCESS magazine and website. Since a large part of the work in this department involves selling and contacting potential advertisers by telephone, these jobs would best suit individuals with an outgoing and friendly personality, who are confident to talk to people at all levels.

Community Education

Our Community Education department is responsible for sourcing and developing a range of educational, cultural and creative workshops and courses, for the English speaking community. They are involved in identifying appropriate programmes and instructors, helping to prepare materials and organise events, and liaison with course tutors and the community, to ensure good attendance and the smooth delivery of each event. If you have a good imagination and general grasp of the broad range of difficulties facing expatriates then this would be an ideal setting in which to work for us.

Volunteer Resources

Our Volunteer Resources department is responsible for the welfare of all our volunteers. It is also responsible for attracting new staff to the service through delivering monthly information sessions for the general public. They are also involved in the recruitment, selection, training and retention of staff and all duties surrounding their general day to day employment. Amongst various projects to support volunteers they also organize social events and the monthly ACCESS Lunch; which is a pleasant opportunity for everyone to meet over an informal meal and get to know one another. If you enjoy meeting, talking and supporting people then this is the team for you.

If you are interested in volunteering with ACCESS please send an e-mail stating which department you are interested in to: volunteeresources-ams@access-nl.org.

APPENDIX 2: Application form (Source: ACCESS Amsterdam)

Please sign and date form overleaf and return to:
ACCESS
 Prinses Irenestraat 59 (2nd floor, room 2.34)
 1077 WV Amsterdam
 ATTN: Volunteer Resources Department

DEPARTMENT For Office Use Only

VOLUNTEER APPLICATION FORM

PLEASE WRITE CLEARLY

First name		Last Name	
Date		Sex	Male <input type="checkbox"/> Female <input type="checkbox"/>
Street Address		Date of Birth	
City		Home Telephone	
Postal Code		Mobile Telephone	
Nationality		Email Address	
Residency Status		Emergency Name and Telephone	
Do you have any medical condition that we should be aware of? If yes, please list.			
Which department(s) are you interested in? <input type="checkbox"/> helpline <input type="checkbox"/> information research <input type="checkbox"/> public relations / marketing		Are you able to commit for <u>at least 3 months</u>? <input type="checkbox"/> yes <input type="checkbox"/> no How many hours per week are you available? _____ hours	

When are you available to start?

ADDITIONAL INFORMATION	
1. How did you find out about ACCESS? <input type="checkbox"/> internet <input type="checkbox"/> another volunteer <input type="checkbox"/> other (please specify):	2. How was your first contact with ACCESS ? <input type="checkbox"/> walked in <input type="checkbox"/> information morning
3. What language(s) do you speak? <input type="checkbox"/> English <input type="checkbox"/> Dutch <input type="checkbox"/> other(s) (please specify):	4. Have you ever been a volunteer in any organisation? If so, for how long? <input type="checkbox"/> yes <input type="checkbox"/> no

<p>5. Are you currently conducting a job search?</p> <p>() yes () no</p>	<p>6. In which fields do you have experience?</p>
<p>7. What are your main expectations concerning your volunteering experience at ACCESS ?</p> <p><i>Please choose only TWO options.</i></p> <p>() to do challenging & interesting work () to use skills & abilities () to make friends/contacts () to enhance English language skills () to help people () to feel useful () other (please specify):</p>	<p>8. What experience and/or skills can you bring to ACCESS?</p> <p>() good listener and patient () good with computers () good at sales/marketing () good at interacting with people () able to work with a degree of autonomy () self-starter () diligent and self motivated () other (please specify):</p> <hr/>

DECLARATION

Free information, advice and support for your life in the Netherlands

CODE OF ETHICS

ACCESS insists on honesty and integrity in all aspects of its work. Any person connected with ACCESS, who is engaged in any activity that may constitute a potential conflict of interest with this work, must make this known to the Executive Director.

All information acquired by ACCESS may be used only in accordance with the purpose for which it has been compiled, and may not be used by any person or any corporate body for commercial or any other purpose outside ACCESS without the prior permission of the Executive Board.

Telephone, email and other ACCESS facilities may be used only for ACCESS business and not for personal use by individual volunteers.

An essential principle in the rendering of its services is the maintenance and securing of confidentiality on all information acquired and compiled by ACCESS. Confidentiality of personal information relating to ACCESS clients is paramount.

The undersigned declares that he/she has read, understands and will abide by this Code of Ethics.

Signed.....

Date.....

COMMENTS / Office use only:

APPENDIX 3: Things to do - guide for PR Marketing team

1. Events

- International Language Recruitment Fair - 19th September 2009
- Expatica – I'm not a tourist Fair – 25th October 2009
- Treasure Hunt – was supposed to be in October 2009 – delayed to unknown date

2. Frequently update – put new events, notes about ACCESS activities, ads for courses and workshops

- Face book
- Twitter
- LinkedIn
- Blogspot
- Wordpress

All the sign in information is saved in “PR Mktg – 2009”

3. Master list of Companies: list of all the companies we have. Information includes name, address, field of business, website, phone, fax, name of person in contact + email + phone, and remarks...

- Saved in folder “PR Mktg/ 2009/ database”
- Should be updated frequently whenever we get a new list of companies / new personal details to contact
- All different lists are included in "master" file

Use the information in master list of company to track the company, try to make relationship + ask for sponsorship or event sponsorship

4. Update with CED volunteers about the courses (which is coming, new schedule, contract conditions signed with trainers and tutors

5. Identify potential courses and initiate discussion about business agreement with new trainers and tutors.

APPENDIX 3: ACCESS Exit questionnaire (Source: ACCESS Amsterdam)

ACCESS EXIT QUESTIONNAIRE

Name: _____ Department(s): _____

End Date: _____ Supervisors(s): _____

Please check the box which expresses your degree of satisfaction, concerning:

From 1 (very dissatisfied) to 4 (very satisfied)

	1	2	3	4	Please comment if dissatisfied
1 Opportunity to do challenging & interesting work					
2 Opportunity to use skills & abilities					
3 Opportunity to make friends/contacts					
4 If applicable, opportunity to enhance English language skills					
5 Your departmental role(s)					
6 Your workload					
7 Amount of responsibility you were given					
8 Training and educational opportunities					

From 1 (very dissatisfied) to 4 (very satisfied)

	1	2	3	4	Please comment if dissatisfied
9 Flexibility with work schedule					
10 Supervisor's managerial competence					
11 Recognition for the work you did					
12 Work environment					

13 Cooperation of co-workers					
14 Fulfillment of your initial expectations					

15 What is the main reason for you leaving ACCESS ?	16 What did you like most about ACCESS ?
17 Do you have any suggestions how ACCESS could be improved ?	18 Space for additional comments/suggestions:

PLEASE WRITE CLEARLY

Leaving date:

Reason for leaving:

APPENDIX 4: Ratio of volunteer nationalities in ACCESS Amsterdam (July – December 2009)

Original country	Number of volunteers in the period of 6 months (July –December 2009)	Percentage
America	5	9.09 %
Argentina	1	1.82 %
China	3	5.45 %
Belgium	1	1.82 %
Hungary	1	1.82 %
India	5	9.09 %
Japan	8	14.55 %
Lithuania	1	1.82 %
New Zealand	1	1.82 %
Poland	2	3.64 %
Portugal	1	1.82 %
Russia	2	3.64 %
Singapore	1	1.82 %
Spain	3	5.45 %
Thailand	1	1.82 %
United kingdom	19	34.55 %
England	17	30.91 %
Ireland	2	3.64 %
TOTAL	55	100 %