Volunteer Programme
Best Practice Guide

PEPA- Peer Empowerment Programme for Achievement of Migrant Women

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Introduction

So, what is a volunteer programme? A volunteer program is a systematized way of preparing for, recruiting, training, supervising, and thanking volunteers, so that it's easy for people to volunteer.

With the right support, research has proven time and again that volunteer service makes a positive impact in the world. Volunteers can create better solutions and play an integral role in changing policy but most importantly, they can act as role models, encouraging others to make a difference too.

The decision to start a volunteering programme can have a direct impact on the existing workforce and the approach applied to developing, implementing and managing volunteers can differentiate between the success and failure of the programme.

Choosing to introduce a volunteering model to meet organisational needs, then imposes a responsibility on an organisation to design an environment where the community can have a pivotal role in the success through meaningful service.

When establishing or improving a volunteer programme, it is crucial to ensure that correct support is in place so that volunteers can give their best, it is important to consider what will facilitate this process and what might be a barrier.

With a strong volunteer programme, volunteers will get what **THEY** want from their volunteer experience which will result in happier volunteers and positive word-of-mouth in the community and the organisation will get access to additional support they so crucially need to grow and survive.

Appendix IV shows links to organisations running successful volunteer programmes.

Planning a volunteer programme

Whether you are looking to start a new volunteer programme or you are a seasoned co-ordinator, this Best Practice Guide is split into sections allowing you to access the support you need.

The first step in creating a successful volunteer programme is to develop a **mission statement.** A strong mission statement will help to steer the planning process and drive your efforts moving forward. What's more, a clear mission statement will help in accessing funding.

To develop an effective mission statement, you'll want to have a clear sense of your volunteer programme's purpose. Start by addressing these questions to help inform your mission statement:

Developing a Mission Statement

THE NEED: Describe the community need and the target group it will serve.

PURPOSE: Desired impact of the volunteer programme.

Begin by brainstorming the *purpose* of your volunteer programme, or what you hope to accomplish by starting a volunteer program.

When starting a volunteer programme, you may consider facilitating a discussion or brainstorming session in which you and your team zero in on your program's overall purpose.

Use these questions to help guide you:

➢ What impact do you hope your volunteer programme will have?
➢ What specific communities will your organisation serve?
➢ Where do you anticipate needing volunteers?
➢ How will volunteers align with your programme's aim?

VOLUNTEERS: What will be the role of the volunteers.

Now that you understand your programme's *purpose,* you're ready to write your mission statement. Here are a few pointers for a successful mission statement:

The mission statement addresses an unmet problem or need.
There's a good chance you want to set up a volunteer programme because you have identified or experienced a gap in service within your community.

To identify these needs, you may consider conducting a community needs assessment.

Having a sense of what is important to community members will help guide your volunteer programme.

Your community needs assessment should accomplish these two goals:

1. identify gaps in service in your community
2. determine how volunteers can help to address these needs

The mission statement is focused and succinct.

The best mission statement focuses on the volunteer programme's purpose while placing your organisation in a broader social context.

You can accomplish this in just a few sentences. Look at the following short but sweet mission statement from the Public Broadcasting System (PBS) https://www.pbs.org/ :

"[Our mission is] to create content that educates, informs, and inspires."

The mission statement inspires stakeholders.

Stakeholders (like donors and volunteers) should feel connected with your mission and inspired to support your cause. Take this example, from the John F Kennedy Center for the performing Arts https://www.kennedy-center.org/ It's specific, articulate, *and* inspiring:

"Producing and presenting the greatest examples of music, dance, and theatre; supporting artists in the creation of new work; and serving the nation as a leader in arts education."

Remember, the mission statement helps to keep you programme on track therefore revisit your mission statement frequently to ensure it is still fit for purpose.

MISSION STATEMENT:

Programme GOALS

Once you have established your programme's purpose, you'll want to plan how your programme will carry out its mission.

Goal setting gives your volunteer programme direction; goals also drive your volunteer programme forward.

Here are a few examples to get you started:

Example of volunteer coordinator goals:

- Create a safe space for women to learn a new language.
- Improve the safety of town parks through trash clean-up and tree-planting weekends.
- Provide 300 underserved children with backpacks and learning supplies by August 30th.

Examples of volunteer goals:

- Help improve women's language skills.
- Support 10 women to confidently make an appointment with their doctor.
- Visit senior citizens three times per month.

With every goal, what actions will you take to achieve your goal? With every goal, identify your staff or volunteers' actions to accomplish the intended outcomes.
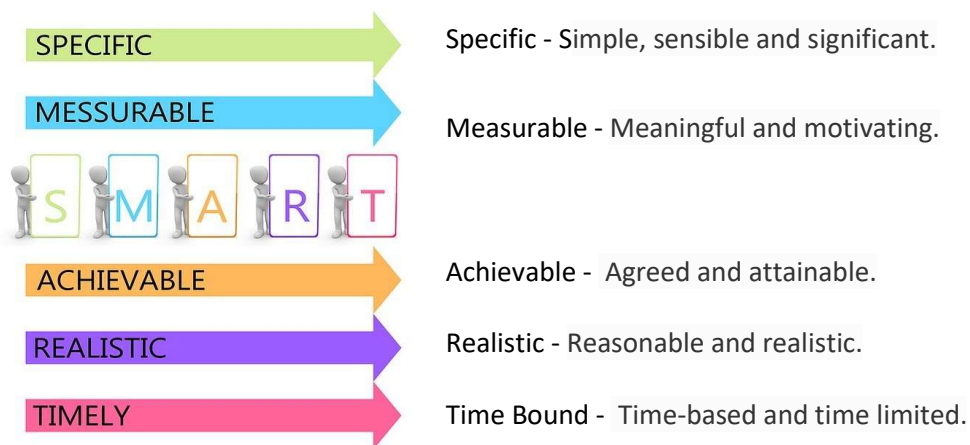
Assigning actions or activities will help you focus efforts and make sure you, staff, and volunteers consistently meet these goals. You'll also want to identify indicators of success and strategies to measure goal attainment.

MEASUREMENT: What and how will you measure your goals.

The following table illustrates one method in which goal-setting can lead to an actionable plan.

Goal	Activities	Indicator	Means of Measurement
Support at-risk students to better prepare them for further education	Identify-at risk students Train volunteers to provide academic support and guidance Volunteer meets with assigned student once per week. Follow up regularly.	Improvement in student's grades	Track changes in report card over time
		Increase in student attendance	Collect attendance data from school
		Student demonstrates improvement in academic and social confidence	Observe changes in behaviour, interview student and guidance counsellor

Outline goals for your volunteer programme using the template in Appendix I, the actions you will take to achieve these goals, and specific indicators of success. Set SMART goals for your volunteer programme. SMART stands for (Specific, Measurable, Achievable, Relevant, and Time-Bound) goals.

SPECIFIC — Specific - Simple, sensible and significant.

MESSURABLE — Measurable - Meaningful and motivating.

ACHIEVABLE — Achievable - Agreed and attainable.

REALISTIC — Realistic - Reasonable and realistic.

TIMELY — Time Bound - Time-based and time limited.

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Volunteer role

Role of volunteers within an organisation

Whist developing your mission statement, it is also important to start thinking about what you are expecting your volunteers to do. What roles will they be carrying out? Sometimes this is obvious. If you're a small community group with maybe one or even no paid staff then volunteers will be needed to do more or less everything.

But for other groups it makes sense to think through why you are involving volunteers and what ethos underpins your volunteer programme. Questions to consider around volunteers include:

➢ How do they relate to paid staff?

➢ Are you involving them to add value to your work?

➢ Are cuts leading to the involvement of volunteers in core roles?

➢ What boundaries will you place on volunteer involvement?

Getting clarity on these issues can help you avoid problems further down the line – for example, paid staff might be concerned about volunteer involvement where it hasn't been made clear why and in what roles you will be working with volunteers.

There may be some difficult issues to address. It's often said that volunteers should not be used to displace paid staff, but you might be faced with the choice of ceasing a service altogether or keeping it running by involving volunteers. So here you might consider under what circumstances you will do this, what volunteers would actually be doing, whether to clarify that this is an emergency measure that you hope to rectify as soon as possible and so on.

Using the information collected above, look at the NEED identified and define the role of the volunteer:

➢ **Role(s) -** Identify what jobs volunteers can do to help. Is it in the back office answering calls, support an initiative or help with technology / social media.
Brainstorm a list of all the different roles that you require.

➢ **Position descriptions** - Create a job descriptions for a volunteer just like an employee. Click   https://www.thebalancesmb.com/how-to-write-job-description-volunteers-will-love-2502599 to get more support in writing a 'role description'.

Volunteer Coordination

Volunteers are an important resource to an organisation and therefore need to be supported and guided. For this is to happen, someone needs to take on responsibility for overseeing volunteers' involvement. This may well be a different person from the staff working with and supporting volunteers on a day-to-day basis. This role is often referred to as Volunteer Manager or Volunteer Coordinator where it forms a distinct position. In smaller groups someone will often be carrying out this function alongside another role. Where this is the case, they should be given adequate time and support for the volunteer management aspect of their work. The role of a Volunteer Manager, as distinct from someone who supervises volunteers might include:

➢ Providing a strategic lead for volunteering internally.
➢ Writing and revising policies and procedures - and ensuring they are being followed.
➢ Supporting staff who work with volunteers.
➢ Overseeing volunteer recruitment.
➢ Communicating with and getting feedback from volunteers.
➢ Volunteer recognition and acknowledgement (i.e. finding ways to say 'thank you' to volunteers).
➢ Improving volunteer management practice internally.
➢ Monitoring, evaluating and reporting on volunteer involvement

Volunteer Managers shouldn't be working in a vacuum. They need support, and organisational buy-in from the top down. All staff should take volunteering seriously. After all, volunteers are an important resource. Volunteers should be given the same respect as a paid employee.

What risks are associated with volunteer involvement? How do we manage them?

We often think of risk assessment as solely to do with health and safety, but there are all kinds of risks that we may need to consider as part of the volunteer programme. Risks can include:

➢ *Health and safety:* There may be physical risks to volunteers and/or the people they will be working with and supporting. Or perhaps risks to their mental health through, say stress.
➢ *Safeguarding:* volunteers may be working with children or vulnerable adults. Alternatively, you may be involving young people or vulnerable adults as volunteers.
➢ *Financial risk*: Volunteers are not cost free and there might be budgetary implications in involving them. Or they could be fundraising, or handling money.

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> *Reputational risk:* Volunteers will be acting on behalf of the organisation - their behaviour could impact on the way it is seen within the community. In addition, volunteers are members of the community themselves – if they are poorly treated or unhappy due to poor management then this too could reflect badly on the organisation.

> *Organisational risk:* Paid staff may feel threatened by the presence of volunteers. The organisation as a whole may not properly support or engage with volunteering. If volunteers are being recruited as part of a project the project could fail.

The principles of risk management apply whatever the nature of the risk. The Health and Safety Executive's 5 steps to risk assessment are:

1. Identify the hazards.

   That is, what could go wrong?

2. Decide who might be harmed and how.

   Individuals, the organisation?

3. Evaluate the risks and decide on precautions

   Often this is done by thinking about both the likelihood of the hazard and its seriousness. You could assess each as low, medium or high, or on a numerical scale such as 1-5. Some risks will have a low likelihood and a low seriousness, but elsewhere you should take steps to manage risk. The steps will of course depend on the nature of the hazard. It's sensible to have more than one pair of eyes assessing risk and looking at precautions.

4. Record your significant findings.

   This is most important for health and safety and safeguarding issues, but it makes sense to keep everything in writing in any case.

5. Review your assessment and update if necessary.

   Risk assessments have to remain current. Update them whenever something changes about the activity, or where you have noticed that either a hazard had not been considered, or the initial assessment of the level of risk might not have been correct. It also makes sense to review assessments annually.

What policies and procedures do we need to have in place?

Some of your organisational policies should encompass volunteers, either due to your legal responsibilities towards them or the people they work with. Typically this would include:

> Health and Safety Policy

> Equalities/Equal Opportunities/Diversity Policy

➢ Safeguarding/Child Protection/Vulnerable Adult Protection Policy
➢ Confidentiality Policy

Beyond this, it makes sense to have some volunteering-specific policies and procedures in place to give a structure to your involvement of volunteers.

➢ *Volunteer policy*

A volunteer policy sets out how volunteers will be involved. This is a good place to spell out the values and ethos behind your volunteer involvement. It should also cover topics such as

  ➢ Recruitment
  ➢ Induction
  ➢ Training
  ➢ Support and Supervision
  ➢ Health and Safety
  ➢ Equalities
  ➢ Dealing with problems

The exact content will depend on your circumstances. For example, you may need to include safeguarding, or confidentiality. Some content may simply summarise and signpost to longer documents. It's generally best if the policy isn't too long and involved. You want volunteers to read and understand it.

➢ *Volunteer handbook/induction pack*

The volunteer handbook is like a reference guide for volunteers. It sometimes takes the form of an induction pack, gathering together the information and documents a volunteer needs to be aware of on starting their role. It's a good place to give information such as the history and purpose of the organisation and how it is run, or about staff and volunteer meetings, where to store bags and clothing and so on. A good rule of thumb for content once a handbook is in place is to ask current volunteers 'What would have been good for you to know when you started? What took you 3 months to find or work out?'

➢ *Volunteer agreement*

A volunteer agreement sets out what the volunteer should expect from the organisation and what the organisation expects of its volunteers. It is not intended to be a legally binding document (in fact you want to avoid it coming across as one, as this could contribute to the volunteer acquiring employment status in law), and should be simple, straightforward and short - one side of A4 is usually sufficient.

A sample template can be found in Appendix II

➢ *Recruitment and Supervision procedures*

These describe how you will recruit and support volunteers. This could be covered by a few paragraphs in the handbook or policy. In larger organisations it makes more sense to have separate procedures or guidelines to help ensure consistency.

➢ *Problem solving procedures*

The equivalent of disciplinary and grievance procedures, these will help provide a structure for when things go wrong. They may mirror those used for paid workers, but should be as clear and easy to follow as possible. Volunteers need to know where they stand if you raise an issue with them, or if they have a complaint about their treatment.

Other documents you'd need or should consider include:

➢ Application /Registration form
➢ Volunteer file (to hold details like the registration form, training records, task description, supervision records and so on).
➢ Risk assessments
➢ Task descriptions
➢ Induction checklist (a list of things that you want each volunteer to be told/given as part of the induction process).
➢ Exit questionnaire (to be given to volunteers when they leave, a good way of getting feedback on your volunteer involvement)
➢ Evaluation forms (or some other process for monitoring/evaluating volunteer involvement)

Are there necessary resources in place for volunteers?

Volunteers are unpaid but **not cost free**. There will be resource implications whatever the volunteer role. These could include:

- *Money* - if at all possible, you should budget for volunteer expenses. Reimbursing out of pocket expenses such as travel and food makes a real difference to benefits claimants or people on low incomes considering volunteering. There might be other things to spend money on, such as posters or leaflets.

- *Space* – how many volunteers can you reasonably accommodate? For example, could you guarantee that a volunteer coming in every Friday to help with admin would always have a desk free to work at?

- *Equipment* – similarly, what equipment would volunteers need and will there be enough?

- *Staff time* - who will be directly line-managing volunteers, and do they have the time to do so? People supporting volunteering should be aware that this will take up some of their time, and allowances should be made for this within their workplans. Recruiting, inducting, training and supporting volunteers takes time. This might also include other employees - for example, volunteers could require safeguarding training, which has to be delivered by a particular member of staff.

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Volunteering common myths

Due to lack of understanding around volunteering; its process, and the volunteers themselves. These include:

Myth #1: Volunteers don't like complicated tasks.

Most volunteers are actually motivated by challenging tasks that give them the opportunity to develop and grow their existing skills. It gives them a sense of responsibility and purpose. It is therefore important to set them tasks that in their skillset as assigning them tasks outside their skillset may cause frustration. Therefore, it is obvious that we match volunteers with tasks that are aligned with their interests.

Myth #2: Volunteers are less commitment

Research has shown that a volunteer's satisfaction on the job or their commitment is based on the how well the volunteer programme is planned and executed.

Myth #3: Only those with extra time such as retired people or students can / do volunteer.

In today's age of technology, anyone can volunteer. In order to volunteer you don't need lots of time or skills. Volunteering opportunities that are short include flexibility are therefore more attractive volunteers to pursue other interests.

Myth #4: Volunteers are only motivated paid job at the end or perks.

People volunteer for many reasons. They might want to:

 ➢ Learn a new skill.

 ➢ Get experience in the sector they want to find paid employment in.

 ➢ Or simply want to better their community they live in.

Usually, people will want to volunteer with your organisation because they connect with your mission and cause and not because you offer great rewards.

Factors that drive people towards volunteering include:

 ➢ **Challenge** - Being able to challenge themselves, accomplish new tasks, or reflect on why something did or did not work.

 ➢ **Control** - Having choice over what they can and want to do.

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> **Cooperation** - Being able to work with and help others which for many can be a rewarding experience.

> **Recognition -** Receiving meaningful and positive acknowledgment for the work they do.

Myth #5: Volunteers don't like receiving negative feedback since they are not getting paid.

Like employees, volunteers want to know how they are doing on the job, even if they are not getting paid. Most of us like to know how we are doing and where we can improve.

Constructive feedback can be a powerful tool in supporting volunteers.

It is important to understand some of the myths surrounding volunteering / volunteers before you move to the next step in order to enable you to set constructive actions to help you move forward.

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Volunteer recruitment

As part of human resources component of your volunteer programme, recruitment is crucial. Make sure you have an application form which can be developed from the volunteer/role description. Make sure all volunteers complete a simple application form (don't automatically say "yes" to every volunteer prospect - treat them like job applicants so you can get the right people). Create documented procedures for recruitment, onboarding, training, supervision, and collecting and tracking data like the number of volunteer hours donated this month.

Create a volunteer handbook to give a copy to all volunteers. Your volunteer handbook should provide all the information about the role including policies, useful organisational information (mission, history, goals, etc.), and any legal information or disclaimers.

You might want to include the following, with hyperlinks for easy access (if computerized and/or online):

> ➢ Welcome
> ➢ Induction and training
> ➢ About the organisation (vision, mission, outcomes measurements, history)
> ➢ Supervision, support and flexibility
> ➢ Volunteer rights and responsibilities, code of conduct
> ➢ Volunteer recruitment policies, procedures and documents (applications, job descriptions, confidentiality forms, criminal background check forms, etc.)
> ➢ Volunteer training and orientation policies, procedures, and documents
> ➢ Volunteer recognition policies, procedures and documents (Volunteer of the Year application forms, performance review forms, self-assessment forms)
> ➢ Volunteer dismissal policies, procedures and documents
> ➢ Office hours
> ➢ Staff and board organizational charts
> ➢ Map of the facility

➢ Expense reimbursement and vehicle use policies and forms

➢ ID badge policy

➢ Smoking, alcohol and substance abuse policies

➢ Timesheets and attendance policies

➢ Commonly used terms and explanation of abbreviations

➢ Use of equipment and supplies policies

Once you have collected all this information and answered all the questions, compile it in an order that makes sense to you. Edit it down to the bare minimum. It may be an idea to put all the policy and procedures in a table format to make it easy to read. The simpler the better.

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Volunteer Training

Making your volunteers feel at home from the get-go is a thoughtful way to express your appreciation for them from the very start. It will make them feel they are valued and their contribution is important.

Ensure that you:

➢ have the tools and resources in place that volunteers will need to perform their duties.

➢ have their point of contact on the job available.

➢ Clarify if they know what's expected of them.

This will makes the introduction so much easier!

It's easier for people to succeed at a job and as an organisational to reap full benefit of having a volunteer if they have clear instructions, understand what's expected of them, and have the tools to perform.

Well-planned and executed orientation and training sets the stage for volunteers to have positive, productive experiences. Whether they're offering their services one time or serving in repeat roles, being welcomed to the team and having the resources they need to perform successfully will go a long way to keeping them happy. So be prepared to spend some time on this - don't hastily go over the job once and expect them to get it all. Spend as much time as you need to really set them up for success.

➢ **Orientation -** During orientation, provide volunteers with basic information about your organisation and answer any questions they may have. If you're able to provide them with a volunteer handbook and forms to be completed/signed prior to orientation, that could speed up the process. If you can't, just make sure you take time during orientation to review the volunteer handbook and get from them any forms needing completed/signed.

All of this can be conducted either by the volunteer coordinator or the volunteer's supervisor.

To make the volunteers feel welcome, you can also introduce them around to employees and other volunteers, point out the restrooms, and make sure they know when break times are.

➢ **Training** - Training ensures volunteers have the basic knowledge to perform their "job" satisfactorily. Two of the most common parts of training are safety and job-specific.

   o *Safety training* covers things like keeping an eye out for hazards and what to do if an accident or emergency occurs.

   o *Job-specific training* refers to what a volunteer needs to learn or know in order to carry out the role.

   o *Personal development training* refers to what a volunteer needs to upskill their knowledge , This can include language development;

      ▪ Language - Appendix III contains links to programmes and resources to support language development in each partner country.

Sometimes, orientation and training sessions may take place at separate times. Customise your orientation and training to the needs of your volunteer programme and size of your organisation, but whatever you do, don't skip these very important elements that are crucial to the success of volunteer retention.

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Volunteer Supervision

It is crucial that the volunteer has a point of contact. This could be a supervisor or a manager who could be responsible for recruiting and managing the volunteering processes. This might be YOU.

Volunteer supervisors are an important link between volunteers and the goals of the organisation, and good supervisors support volunteers in their work by doing things like providing clear instruction, checking in regularly to monitor progress and help resolve issues, and providing constructive feedback.

Volunteers feel more engaged when they feel they're being trusted with important responsibilities.

So, be prepared to check in with volunteers regularly to see how they're doing and what they might need help with.

Time should be dedicated to undertaking regular supervisions which are logged and actions followed through.

A sample volunteer supervision form can be found in Appendix V.

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Volunteer Incentives

Volunteers are the lifeblood of any organisation. They bring extra hands and usually a healthy dose of enthusiasm.

One of the most powerful motivators to keep people coming back and volunteering for an organisation is meaningful service. If they feel like they're making a difference and they enjoy the volunteer experience, they will come back time and time again.

When things go well and the volunteer is doing a great job, celebrate it. When a project is completed, celebrate that, too.

Acknowledge volunteers and share with them details about the impact their work makes. Thank your volunteers and let them know how much you appreciate them. **Don't skimp on this part – it's important.** When people feel needed and appreciated, they'll give their best work and they'll become more committed to you and your organisation.

Here are some simple says to thank your volunteers:

1. **Hand-written thank you note.** A personalized note is always a good idea. Try a simple card expressing heart-felt thanks along with a specific, personal reason why you appreciate them.

2. **Crayon drawing from a child in your program.** If you have a program that serves kids, crayon drawings are pure magic and will warm anyone's heart.

3. **Thank you video.** Shoot a short video thanking your volunteer. Include staff members, trustees and service users saying thank you.

4. **Signage.** Get a small sign made thanking your volunteers and place it where everyone will see it upon arrival.

5. **Gift card.** If you can afford it, a small gift card can be very meaningful. You might be able to get these donated if you ask your local shops or somewhere your volunteer likes to go.

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Volunteer Feedback

Volunteering can be a rewarding experience as demonstrated by following quotes from volunteers.

I was not always a confident person and this is something I lacked. Volunteering allowed me to gain an insight into such a positive field which allowed me to gain number of key skills and qualities as well as boosting my confidence. I had always enjoyed working with children and with adults the experience really inspired me and enchanted this passion of mine. I was also motivated by others around me this helped to release my stress and continue going, inspiring me to do well and helping others.

It's a good step to getting back into employment after taking a break. An opportunity to learn new skills and gain experience. Can help build self-confidence. I can try something new to see if it's really what I want to do

As someone who was a full time mum and not working for over 5 years I was ready to get back to work, but not quite sure what I wanted to do. I wanted the opportunity at first to boost my self-esteem , build my social skills by meeting new people and get out into the wider community, as well as having the opportunity to gain experience and skills that would help me choose where my interests lie and what type of work I wanted to do. Being a volunteer help me achieve this. I was able to shadow and work with people in different roles and then I was able to pinpoint the position and that I enjoyed the most. I would not have been able to do this had I gone straight back into a specific role without any previous knowledge.

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Volunteer Programme Checklist

Developing a volunteer programme can be time consuming and overwhelming. A well thought out and well considered volunteer programme will lead to a successful long-term programme that will bring lasting benefits to the organisation.

Here is a check list to ensure that you cover all aspects of developing a volunteer programme.

Programme Checklist	
Mission Statement	
Programme GOALS	
Volunteer Handbook	
Policy and Procedures	
Recruitment	
Training	
Supervision	
Volunteer Orientation	
Volunteer Agreement	

Appendix I - Goal Setting

GOAL	ACTIVITIES	SUCCESS INDICATOR	MEANS OF MEASUREMENT

Appendix II - Volunteer Agreement

This Volunteer Agreement describes the arrangement between [organisation] and you. We wish to assure you of our appreciation of your volunteering with us and will do the best we can to make your volunteer experience with us enjoyable and rewarding.

I, [name of the volunteer], have agreed to work voluntarily for [organisation] from [start date].

I agree to do: [insert duties/expectations]

Role title: [title]

I, [name of the volunteer], agree to do my best:

- [volunteer responsibility and some example]:
- to follow   [organisation] rules and procedures, including health and safety, equal opportunities and confidentiality.
- that if my services are no longer required then this agreement is no longer valid and if I enter the premises I do so as a member of the general public.

We, [organisation] **will do our best:**

- [organisation responsibility and some example]:
- to introduce you to how the organisation works and your role in it and to provide any training you need.
- to provide regular meetings with a main point of contact so that you can tell us if you are happy with how your tasks are organised and get feedback from us. Your manager's/supervisor's name is [name of supervisor / manager].
- to respect your skills, dignity and individual wishes and to do our best to meet them.
- to reimburse your travel and meal costs up to our current maximum*.
- to consult with you and keep you informed of possible changes.
- to insure you against injury you suffer or cause due to negligence*.
- to provide a safe workplace*.
- to apply our equal opportunities policy.
- to apply our complaints procedure if there is any problem.

I confirm that I have received the Volunteer Policies and Procedures contained in the Induction Pack given to me on the [insert date].

Signed: _____ (Volunteer)

Name: _____   Date: _____

Signed: _____   Date: _____

Witnessed By: _____   Position   in   Organisation:
_____

* More details are provided in the volunteer handbook.

Note: this agreement is in honour only and is not intended to be a legally binding contract of employment.

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Appendix III - Language Development

- ➤ **Bulgaria**
    - o http://www.deo.uni-sofia.bg/bg/BULGARIAN_LANGUAGE_FOR_FOREIGNERS
    - o https://www.kabinata.com/course/bulgarian/
    - o https://astoria-academy.com/%D0%BA%D1%83%D1%80%D1%81%D0%BE%D0%B2%D0%B5-%D0%BF%D0%BE-%D0%B1%D1%8A%D0%BB%D0%B3%D0%B0%D1%80%D1%81%D0%BA%D0%B8-%D0%B5%D0%B7%D0%B8%D0%BA-%D0%B7%D0%B0-%D1%87%D1%83%D0%B6%D0%B4%D0%B5%D0%BD%D1%86%D0%B8/

- ➤ **Poland**
    - o Free teaching materials for learning Polish for adults and children: https://udsc.gov.pl/uchodzcy-2/pomoc-socjalna/materialy-dydaktyczne-do-nauki-jezyka-polskiego/,
    - o Materials for self-study of the Polish language: https://www.migrapolis.pl/pl/dzialy-tematyczne/nauka-jezyka-polskiego/materialy-do-samodzielnej-nauki-jezyka-polskiego,
    - o Polonus - Polish Language School in Łódź: https://polonuslodz.com/,
    - o E-polish.eu - a platform for learners and teachers of Polish, consists of more than 8,000 materials for levels A1-B1 (online courses, individual classes, self-paced courses, dictionary): https://e-polish.eu/polish-for-foreigners

- ➤ Lodz
    - o Polonus Lodz School of Polish for Foreigners
    www.polonuslodz.com
    +48 795-097-302
    biuro@polonuslodz.com

    - o Be Smart
    www.besmartlodz.pl
    +48 889 151 137
    szkola@besmartlodz.pl

- ➤ Warsaw
    - o Gadano - Szkoła Języka Polskiego dla Obcokrajowców
    www.gadano.pl
    info@gadano.pl

    - o Polski Instytut Językowy
    www.instytutjezykowy.pl
    + 48 22 403 78 72
    + 48 517 459 418
    kontakt@instytutjezykowy.pl

- Cracow
  - VARIA CENTRUM JĘZYKA POLSKIEGO
    www.kurspolskiego.pl
    (+48) 12 633 58 71, mobile (+48) 664 092 374
    info@kurspolskiego.pl

- Lublin
  - Centrum Języka i Kultury Polskiej dla Polonii i Cudzoziemców
    www.umcs.pl
    (+48) 81 533 27 86, 81 537 54 25, 81 537 28 76
    polonia@umcs.pl

- Gdansk
  - Akademia Języka Polskiego
    www.ajp.gdansk.pl
    +48 609 087 301
    office@ajp.gdansk.pl

- **Romania**
  - Synergia Linguarum - Centre for Languages and Foreign Studies (http://synergialinguarum.ro/ / https://www.facebook.com/CLCSSL/)
  - Global Team - Foreign Languages Centre (http://www.globalteam.ro/romana.php)

- **Spanish**
  - https://www.cervantes.es/lengua_y_ensenanza/portales_espanol/espanol_en_espana.htm
  - https://espanolparainmigrantes.wordpress.com/cursos-de-espanol-on-line/
  - https://www.ymca.es/espanol-para-extranjerosas-y-alfabetizacion-digital
  - https://www.sierrapambley.org/ele
  - https://caritas.barcelona/es/formacion-e-insercion-laboral/curso-de-lengua-barceloneta/
  - http://www.migrastudium.org/es/projectes/aprenem-junts
- Catalan courses
  - https://www.cpnl.cat/xarxa/cnlreus/
  - https://www.parla.cat/pres_catalaenlinia/AppPHP/login/index.php

- **UK**
  - www.englishmyway.co.uk
  - https://www.talkenglish.com/
  - https://www.bbc.co.uk/teach/skillswise/english/zjg4scw

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Appendix IV - Volunteering Programmes

- **Bulgaria**
  - https://timeheroes.org/bg/
  - https://www.ngobg.info/bg/

- **Poland**
  - Nationwide Network of Volunteer Centers: http://wolontariat.org.pl/
  - Szlachetna Paczka is one of the most recognizable and best organized social projects in Poland, it is based on working with Donors and Volunteers who look for and work with families in need: https://www.szlachetnapaczka.pl/superw/
  - E-wolontariat.pl is the first website in Poland entirely devoted to the issues of volunteering via the Internet, there can be found examples of inspiring projects and applications that help, some advices for NGOs and e-volunteers and many more: https://e-wolontariat.pl/,
  - Tudu.org.pl is a platform for cooperation between NGOs and volunteers via the Internet, it enables volunteers to support interesting social projects remotely via the Internet, from anywhere, anytime: https://tudu.org.pl/.

- **Romania**
  - Bucovina Institute: https://bucovinainstitute.org/proiecte-educationale-de-voluntariat/
  - Save the Children Suceava (Salvați Copiii Suceava): https://www.salvaticopiii.ro/implica-te/persoane-fizice/fii-voluntar!
  - County Ambulance Service (Serviciul Județean de Ambulanță): http://www.ambulantasuceava.ro/voluntari

- **Spain**
  - https://plataformavoluntariado.org
  - https://www.hacesfalta.org/voluntariado-españa.aspx
  - https://www.volunteerworld.com/es/volunteer-abroad/espana

- ➤ Catalonia

  - ○ https://ajuntament.barcelona.cat/joves/es/canal/voluntariat
  - ○ https://voluntaris.cat
  - ○ https://www.cjb.cat/entitatscjb/

- ➤ **UK**

  - ○ https://doit.life/grow is a database of UK volunteering opportunities. You can search more than a million volunteering opportunities by interest, activity or location and then apply online.
  - ○ Oxfam : https://www.oxfam.org.uk/
  - ○ https://www.volunteerhub.com/blog/effective-volunteer-program/

Appendix V - Volunteer Supervision Form

I agree to the following supervision session. I understand that the information will not be shared outside the organisation, unless there is a cause for concern and in such circumstances, I understand that the organisation is under lawful obligation to report any and all concerns to the relevant body, including the police.

Name: _____   Date: _____

What has been going well?   _____
_____
_____
_____

What hasn't?   _____
_____
_____
_____

What training or support do you need?   _____
_____
_____
_____
_____
_____

Are there any areas of our work you'd like to move into?   _____
_____
_____
_____

Any other comments   _____
_____

Actions   _____
_____
_____
_____
_____

Date of next Supervision: _____

Signed: _____   Signed: _____
(volunteer)   (supervisor)