

**VOLUNTEERING POLICY**  
**THE RED CROSS OF MONTENEGRO**

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## 1. VOLUNTEER WORK

Volunteer work, in the broadest sense of the word, can be defined as a non-profit and unpaid activity invested by individuals towards the well-being of their community and society as a whole (as defined by the United Nations and the Council of Europe's declaration).

There are countless examples of how volunteerism contributes to the building of potential, involvement of citizens in social development, reconciliation and reconstruction, and serves as a tool in the so-called "lifelong learning".

Besides, volunteerism and volunteers represent a country's enormous human potential, with knowledge and skills useful to the community and excellent grasp of the problems and people living in the local community.

### ***Volunteering in the Red Cross and Red Crescent is an activity which is:***

- motivated by the free will of the person undertaking work, not by the desire for material or financial gain or external social, economic or political pressure,
- undertaken for the benefit of endangered people and their communities, in accordance with the Fundamental Principles of the Red Cross and the Red Crescent,
- organized by the recognized representatives of the National Red Cross or the Red Crescent Societies.

A Red Cross or Red Crescent volunteer is a person who carries out volunteering activities for a National Society, occasionally or regularly (source - International Federation of the Red Cross and Red Crescent Society).

Volunteering has a very long tradition - we can say that it is as old as the human kind. There have always been times when one feels the need to give to another, not asking for anything in return. By volunteering, we consciously dedicate our time, abilities and energy to the welfare of others - individuals, community, society or environment. In transition countries, such as ours, the contribution of volunteers is immeasurable. The same goes for the economically developed countries.

Volunteers are widely recognized as an important resource for implementing change. Everybody benefits from volunteerism. It improves the quality of life and changes people's beliefs and attitudes towards civic engagement. It is a form of civic participation, it contributes to the development of a stable civil society, develops solidarity, etc. Volunteering is very important for community development. It promotes trust and compassion, making us responsible towards the community and the environment we live in. Volunteering is the basis for political, social and economic development.

The economic benefit of volunteer workforce for the state and the local community is high, especially in the light of the fact that more than one hundred million people do volunteer work in Europe today.

Globally speaking, for every paid member of staff in the Red Cross, there are 20 volunteers.

**VOLUNTEERS = SOCIAL CAPITAL**

2 volunteers per 1000 inhabitants = 13.1 million volunteers in the International Red Cross and Red Crescent Movement = \$ 6 billion (the value of the services provided by volunteers).

### ***Volunteer work is characterised by the following:***

- A volunteer performs a certain activity by his/her free will;

- There is no salary or monetary reward for the services provided;
- There are benefits to the society or a third party as a result of this activity.

Volunteering, be it an individual or group work, is an activity which:

- strengthens and preserves basic humane values - unity, voluntary service and humanity;
- opens new opportunities for a special form of informal learning and lifelong education. Volunteerism contributes to the development of one of the eight key competences: communication in the mother tongue, communication in foreign languages, mathematical skills and basic skills in science and technology, digital skills, social and civil skills, sense of initiative and entrepreneurship, cultural awareness and expression;
- encourages mobility;
- creates opportunities for each individual to become a responsible member of the community, while helping others learn and acquire valuable experiences;
- creates opportunities for participation in social change;
- creates opportunities for gaining social and work experience;
- changes attitudes towards society;
- improves communication skills;
- establishes relationships which reduce differences between people and through joint work creates conditions for peaceful coexistence.

## **2. VOLUNTEER SUPPORT SYSTEM**

The Red Cross of Montenegro is an organization which focuses on prevention and relief of human suffering through the concept of volunteering, an asset which has the power to mobilize people within the community itself. In this way, the citizens offer their capacities for assisting the state in the humanitarian field and launch joint initiatives in order to provide themselves and their fellow citizens with a better life, which ultimately leads to a gradual development of the whole country.

In order to properly utilise the existing community resources and for this to start giving visible results, it is necessary to stress the opportunities and significance of the citizens' contributions to the development of specific programmes which promote positive change and development of the community itself. In addition to the implementation of the laws and programmes of the organization envisaged by the internal acts, the issue of quality work with volunteers has also been raised as to ensure that engagement is approached in a quality and professional manner. In accordance with this, the RCM is developing a support system and a Volunteering Policy as to regulate the volunteer work within its organization and community support programmes.

The support system for inclusion of volunteers into the programmes facilitated by RCM is provided by:

- ❖ SUPERVISORS;
- ❖ VOLUNTEER COORDINATORS;

### **2.1 Essence of volunteer work fostered by Red Cross**

The organization of the Red Cross of Montenegro acts as a unique network in the territory of Montenegro. Its 23 organizational units operate within the administrative borders of Montenegro as independent legal entities – there are 19 local Red Cross branches, the Red

Cross of the Capital City of Podgorica with the local Tuzi and Golubovci offices, and the Red Cross of the Old Capital of Cetinje.

The development vision of the National Society is aimed at achieving the level of a well-developed, well-functioning society which implements modern programmes, acceptable and recognizable to the broadest public, through which it provides a leading role in the field of humanitarian action, and carries out its mission and goals in the area of Montenegro.

The Volunteering Policy will determine the method of volunteer recruitment, minimum training requirements, volunteer motivation methods, system of inclusion in the planning process and realization of the organization's activities. By undertaking training for volunteer leaders, the Red Cross of Montenegro provides a sufficient pool of trained young people who are ready to engage in the overall activities of the Red Cross. A certain number of volunteer leaders who display raised interest in the activities of the Red Cross will have the opportunity to get involved in the management and leadership structure of the Red Cross of Montenegro and thus increase the human potential of the organization.”

*Red Cross of Montenegro's Intensified Capacity Building Plan (ICB) for the period 2009-2011*

The volunteers are the backbone of the Red Cross of Montenegro and a resource without which its authority and its mission would not be feasible. The volunteers perform very important duties within the Red Cross organizations and provide major support in all of the events organised by the Red Cross.

In accordance with the needs and tradition, the volunteer work, which is nurtured by the RCM, needs constant improvement in order for the set tasks to be accomplished.

**THE VOLUNTEERS CAN GET INVOLVED IN SOME OF THE BASIC ACTIVITIES OF THE RED CROSS OF MONTENEGRO, AND IN SUCH A WAY DISPLAY THEIR ABILITIES AND IMPROVE THEIR KNOWLEDGE AND SKILLS:**

### **ORGANISATIONAL ACTIVITY**

**Volunteer opportunities:** The volunteers can get involved in expanding the volunteer network, setting up basic organizations and other forms of gathering and volunteer work – clubs, groups, societies and, depending on their professional qualifications, be involved in various forms of organizational strengthening of the Red Cross.

**DIFUSION** represents the dissemination of knowledge on international humanitarian law and the Fundamental Principles of the Red Cross and the Red Crescent.

**Promotion of humane values** entails building tolerance and intercultural understanding by organizing the out-of-school activities and education for primary school students.

- This means organising lectures, workshops and other educational activities in primary and secondary schools as to promote the Fundamental Principles of the Red Cross as well as humane values - understanding, tolerance, non-violence, etc. In addition to younger volunteers, teachers from schools where education is conducted could also take part in the activities.

### **HEALTHCARE:**

**First aid** – organising and undertaking first aid training;

- The first-aid volunteers can carry out first-aid training in schools, universities and organisations. They can thus improve the knowledge of the total population on first-aid, which can be very useful in everyday situations. Trained volunteers can compete at the local and national first-aid competitions. In addition to the youth, volunteer physicians, who offer their expertise for training different target groups, can get involved in these activities.

**Voluntary donation of blood** is an activity which stimulates motivation, recruitment of donors and promotion of voluntary donation of blood;

- The volunteers trained as motivators in the field of voluntary blood donation can educate others on the importance of donation of blood, as well as participate in blood donation activities or their organization.

**Disease prevention** involves organising educational events aimed at the prevention of HIV/AIDS, tuberculosis and other infectious diseases.

- The volunteers are involved in educational activities aimed at improving knowledge on various infectious diseases, their prevention methods, and the like. These activities are most often implemented through the peer education system in primary and secondary schools and universities. In addition to the lectures and workshops, information campaigns can also be conducted. Besides youth, volunteer physicians may be involved in these activities.

#### **WELFARE:**

**Care for the elderly** means alleviating the problems, reducing vulnerability and ensuring the basic needs of the elderly, orphaned and sick persons are met;

- The trained volunteers taking part in this programme pay home visits to the elderly, they run their errands, accompany them when visiting a doctor, and so on. They are also involved in organizing other activities for the elderly - socializing, social and entertainment evenings and the like. In addition to the younger volunteers, the goal is to include senior volunteers in these activities in order to promote the concept of active aging. Some professionals, such as doctors or psychologists, can take part in the programmes as volunteers and provide expert services for the elderly.

**Psycho-social support** means providing support to the vulnerable groups through different forms of work tailored to the needs of the group;

- The trained volunteers involved in this programme provide psycho-social support to different target groups, according to the group's age. The programme mostly focuses on children with disabilities and RE children (Roma, Egyptians), for whom numerous entertainment and educational activities are organized. In addition to youth, the psycho-social support programme may involve teachers, physicians, psychologists, social workers, physiotherapists etc.,

**Projects dedicated to the RAE population** involve socialization, social and health care, education;

- The volunteers engaged in the work with RE population are mostly dedicated to educational activities for children of pre-school and school age, adolescents and adults. The volunteers from different age groups and occupations who are willing to engage in the pre-school education, youth clubs, literacy courses and similar

activities, both in form of formal and informal education of this population, can be included in this programme.

**Anti-trafficking activities** are preventive and educational activities undertaken as to raise awareness of the problem of human trafficking.

- In order to educate the public on the issue of trafficking and on how to recognise it, the trained volunteers taking part in this programme organize workshops and lectures which are primarily intended for the school-age children. In addition to the younger volunteers, teachers, psychologists and social workers can take part.

**ACTING IN CASE OF EMERGENCY-** The Red Cross of Montenegro provides a fast and efficient response to all kinds of natural and man-made disasters.

- The trained members of disaster management teams are working on preventive measures, as well as on responding to the incidence of floods, fires, snow and the like in the sense of providing accommodation for the vulnerable, distributing humanitarian aid, providing psycho-social support and other sorts of assistance. Therefore, it is important that experienced and trained volunteers are involved in this programme.

**Water safety**, as part of the training for emergency management, is carried out for the sake of safety at the seaside and bathing sites.

- The volunteers, who receive a water safety instructor certificate in this programme, work towards providing training of other course participants and popularization of the programme. The rescuers must be at least 18 years of age.

**Ski rescue** has to do with establishing a well-trained and equipped rescue team specialised for slopes and ski trails.

- This programme envisages the training of volunteers to perform rescuing operations at ski slopes and trails. Due to the responsibilities and tasks that the programme anticipates, it is preferable that the volunteers are at least 18 years of age.

**Climate response** means connecting and strengthening the civil society organisations which deal with climate change adaptation.

- After completing the training, the volunteers in this programme can engage in educating the population on climate change and raising awareness about the importance of adapting to them. Various informative-educational activities (workshops, lectures) can be held in primary and secondary schools, universities, and the like.

**SEARCH SERVICE** performs the activities of informing and searching for the victims of war, natural and man-made disasters.

- The Red Cross employees are most often involved in these tasks, but trained volunteers can also support the activities of re-establishing the family and other ties disrupted by wars or accidents.

**JUNIORS AND YOUTH GROUPS** are the driving force of the Red Cross Organisation of Montenegro, the bearers of all of its activities, therefore, the organisation is continuously working on their recruitment and education.

- Participating in the organisation's programme activities, the young people should work on the spread of the Fundamental Principles and knowledge about the Red Cross, as well as on the increase of volunteers in the organization. They are the volunteer base of the entire organization and are involved in all of its programme activities.

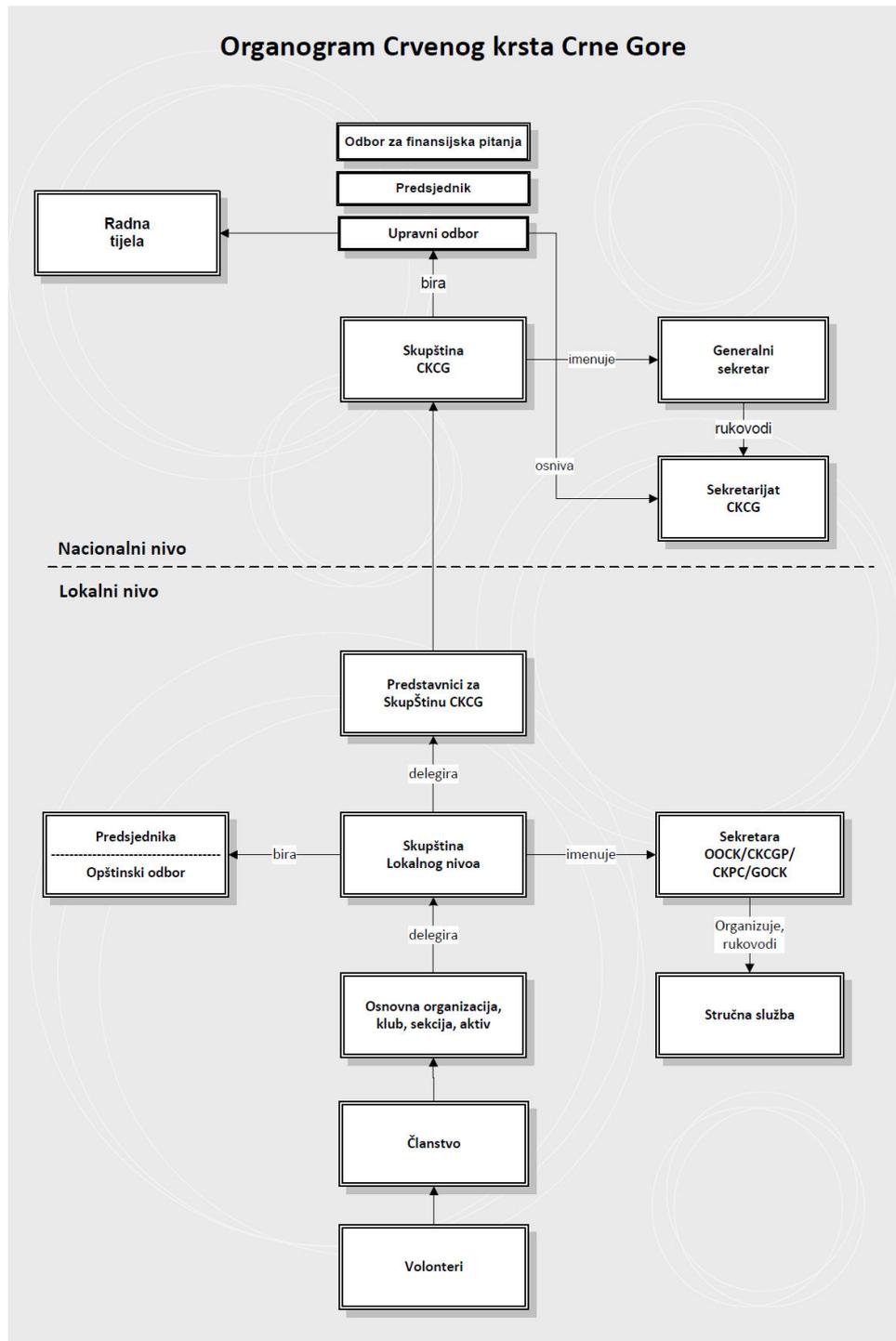
**INTERNATIONAL COOPERATION** - The goal of the Red Cross of Montenegro is to improve and develop its organization by developing cooperation with other national societies, fulfilling its mission at the same time.

- In accordance with the programme commitments and activities, the volunteers attend and participate in the thematic international meetings and events. They can also give their contribution by occasional engagement in the mentioned programmes in the following ways: translation of necessary materials, writing projects, holding lectures, participation in humanitarian activities, etc.

## **2.2 Development of Red Cross volunteer positions**

The volunteer positions in the Red Cross of Montenegro should be recognized through the Annual Action Plan of the organization. In the local Red Cross branches, the Action Plan defines which positions (functions) in the organization's structure are intended for the volunteers, as well as information on the numbers and professional volunteer potential required in individual programmes. The Volunteer Engagement Plan is an Annex to the Annual Action Plan of the organization (it incorporates the number of people needed). An example of the Volunteer Engagement Plan is given in the Appendix (Annex 1).

The positions listed in the Organogram can be volunteer or professional, depending on the circumstances in the local Red Cross branches.



For the successful performance of the volunteer work, it is essential to accurately describe the work to be performed.

### ***Creating volunteer job descriptions***

A volunteer job description should be drawn up according to the organisation's needs, its projects and programmes, i.e. taking into account its development history. It should likewise be revised or updated in accordance with the interests and needs of the volunteers. It should be clearly stated, be detailed and transparent.

The job description should, in principle, be drawn up before the volunteer joins the organization.

An example of Volunteer job description can be found in the Appendix (Annex 2).

**A volunteer job description should include the following items:**

- Name of position;

*The name of the position should be stated, such as it would be done for a permanently employed person who would perform the same tasks as the volunteer (for example, the coordinator of the diffusion programme).*

- Responsible person

*The name or position of the person responsible for the volunteer(s), the person to guide, monitor and supervise them, take care of them, represent their rights and measure the results of their work.*

- Location;

*The location where volunteer work will be carried out*

- Purpose of position;

*What is the purpose of the volunteer position? Why is the position created and why is it important for the organization? How will it help the organization in fulfilling the mission?*

- Working hours;

*At what time interval is the presence of a volunteer expected?*

- Duties and responsibilities;

*What responsibilities will the volunteer have, if engaged? What is the volunteer's position in relation to the others in the organization? Whom should he/she report to and how?*

- Necessary qualifications;

*What qualifications, expertise and skills must a volunteer possess in order to be able to perform the entrusted tasks (if this is a volunteer in the first-aid programme he/she may need to be a physician; some programmes may require other specialties, while others do not require specific expertise and insist more on the skills)?*

- Volunteering benefits

*What did the organization anticipate as a benefit for the volunteers? This can be a recommendation, a specific training, an opportunity to acquire skills or experience in a certain area. One can here state anything an organization can provide, such as tickets for certain events, phone cards, and the like, but only if it is certain that the volunteer will receive them. The reimbursement of transportation costs or provision of snacks should be a must, but since some organizations cannot even provide as much, this should also be stated in the volunteer benefits.*

### **2.3 Developing and running recruitment campaigns for volunteers**

In order to design a better volunteer recruitment campaign, it is necessary to keep in mind the reasons for which people volunteer, as it will be necessary to send messages for each of the target groups that may motivate them to volunteer.

The reasons for which people volunteer are various:

- they may want to help others, feel useful, necessary and important;

- they may be dedicated to a specific goal and wish to support and be a part of what they believe in;
- they may feel there is an urgency and importance of solving a particular problem in the community;
- they may want to give something back to the community;
- they may have a lot of free time on their hands and wish to break out of boredom and monotony;
- they may want to acquire new knowledge and skills, develop and explore their own capabilities;
- they may be able to display their abilities through volunteer work and thus get support and understanding;
- they may need a safe place where they will be accepted as they are;
- they may want to have fun;
- they may want to learn something new;
- they may want to gain work experience;
- they may want to improve their professional experience and/or offer it to the community;
- they may want to explore career development opportunities;
- they may get motivated by creative and challenging work;
- they may want to contribute to the changes in the society;
- they may want to be a part of a particular group or community, and so meet the like-minded people and achieve a sense of belonging;
- they may want to meet some new people;
- they may want to travel, learn new languages and meet other cultures
- they may want to do something practical and useful;
- they may offer help to those in need;
- they may do it in order to have a goal in life;
- they may want to get out of depression
- they may want to do something for the community;
- they may want to make friends;
- they may want to try something new.

### ***Volunteer recruitment***

After creating a volunteer recruitment scheme, comes the recruitment and selection of volunteers who are, of course, indispensable in the implementation of the programmes. There are different approaches to recruiting volunteers, however, the method of volunteer selection depends mostly on the job descriptions, i.e. on the sort of volunteers needed.

There is a matter of whether one needs to recruit experienced volunteers and specialists in a particular field, such as teachers or language professionals when organizing a foreign language learning programme. On other occasions, one may need a large number of activists without any particular experience, for instance, when distributing promotional material for a campaign. In this process, one needs to find a balance between the ideal time, money and resources and those available when doing the recruitment. The recruitment is organised depending on the needs of an individual programme - whether it is a programme which involves a large number of volunteers or individual volunteer positions, also, whether it is seeking volunteers for simple jobs or is in need of "specialists".

In general, there are three methods of volunteer recruitment:

1. broad-based recruitment,
2. targeted recruitment, and
3. concentric circles recruitment.

### ***Broad-based recruitment***

This type of recruitment is effective when selecting volunteers for a job which most people can do, i.e. the implementation of which does not require any special skills or if required, the skills be acquired very quickly – for instance, by short training. This type of recruitment is appropriate if large numbers of volunteers are needed, for instance, for large-group activities, sports games, etc.

The methods used in this type of recruitment are those which will attract the attention of a larger number of people:

- billboards;
- advertisements and announcements in the newspapers or on television;
- distribution of brochures, posters and other RCM promotional materials
- Internet (social networks such as Facebook, website organizations ...)

In accordance with the previous experiences of the Red Cross organizations, a very important way of campaigning and recruiting volunteers is the realization of the organisation's activities themselves (especially the large-group activities). These activities are sufficiently media attractive to be well-announced and, as such, draw a considerable number of visitors who are interested in volunteering for the Red Cross. When organizing such events, it is desirable to share a larger amount of Red Cross promotional material.

### Targeted recruitment

This approach means defining and trying to find the desired volunteer profile- with particular knowledge, skills, and so on. Designing a campaign of this type implies answering a few questions:

- What sort of job is to be done?
- Who might be interested in doing it?
- Where can such people be found?
- How to communicate with them?
- What is their motivation?

From the answers to these questions, the main message and the structure of the campaign are drawn.

Another possibility is to combine this type of campaign with a broad-based recruitment campaign - by selecting volunteers from a large number of applications. However, this method is more time-consuming.

The easiest way is usually to target the already defined volunteer groups within various institutions (health centres, schools ...).

### Concentric circles recruitment

The system of concentric circles is said be a "lazy" way of providing the volunteer influx. This system works in such a way that the existing volunteers in the organization talk about it to their friends and acquaintances and recommend this volunteer engagement.

The ideal groups around which it is possible to create the concentric circles are:

- current volunteers;
- friends and relatives of existing volunteers;
- organisation's service users;
- clients' friends and relatives;
- employees in the organization;
- neighbours;
- donors.

The Red Cross of Montenegro uses a unique Questionnaire (Annex 3) to acquire basic information about the interested volunteers: his/her skills and knowledge, areas of interest, time that he/she can be devote to volunteer work, and the like. This data is entered into an

electronic database available to all Red Cross branches, which is particularly important if volunteers change their place of residence.

The persons interested in volunteer work who change their place of residence should be included in the work of the local branches in the volunteer's new place of residence.

Examples of recruitment for various target groups:

#### Juniors (below the age of 15 )

At the beginning of the school year, it is possible to organize lectures in schools on the Red Cross, with a special emphasis on the volunteering possibilities which are suitable for this age. More experienced volunteers, who have been close to this target group of the Red Cross for years, may take part in the lectures.

#### Youth (15 to 27 years of age)

The same recruitment model can be applied for this target group, with the difference that the lectures should include high schools and faculties.

In addition to this model, it is possible to organize larger activities, demonstrations (exercises) or competitions (for example, in first aid), to which the citizens of various ages would be invited through the media. During the preparation of this event, the information would be disseminated by flyers at the faculties and schools.

#### Adults-specialists

For the purposes of recruiting doctors and medical staff, engineers, IT experts, it is possible to organize a lecture for the companies, institutions, health centres and other health care institutions. The lecture would be conducted by the more experienced Red Cross volunteers who are themselves professionals in their own fields.

#### Senior volunteers

The family of young volunteers is a resource that needs to be used. Active volunteers can help recruit senior volunteers and the pensioners' association at the municipal level can be a significant resource.

## **2.4 Volunteer selection and registration**

In addition to a good job description and a proper volunteer recruitment campaign, an important next step is the volunteer selection, and the interview itself. The interview should provide an opportunity for both the candidate and the organization to express their expectations, concerns and attitudes.

Since the interview time is limited, it is necessary to use it properly. Some candidates can be very extensive in responses and this should be kept in mind and prevented.

It is very important to choose the right questions for a potential volunteer. He/she needs to share all the necessary information about his/her motivation, past experience, etc. The application form already contains some of these questions, but, it is not wrong to repeat some of them at one point during the interview.

The next step is to appoint the person or persons who will conduct the interviews. It is recommended that this be one person, as to avoid discomfort of the respondents by the presence of two interviewers.

The desirable characteristics of the interviewer are:

- broad knowledge of the organization or institution and its programmes;
- good communication skills with all personality types;
- ability to talk with strangers without anxiety;
- acquaintance with employees in the given organization;

- ability to listen to what is said and read between the lines;
- ability to follow the agenda of the interview without the intent of exercising power;
- dedication to the organization;
- ability to ask additional questions;
- ability to motivate during the interview;

**The location** of the interview is also important: it should be organised in an office or a place where the volunteer will eventually be hired. This can also be some neutral place, but in any case, three factors are important when selecting the interview location:

- availability;
- friendly atmosphere;
- privacy.

It is important that the participants in the interview feel comfortable and that there is some privacy insured. Depending on the case, the interviewer can choose to do the interview over the phone. On making the decision, it is important that all the applicants are informed of the results of the interview and future engagement.

In accordance with the Law on Volunteer Work, in case of engagement of a person for a greater risk job, it is possible to conclude a contract on volunteer work. Once both parties agree on the terms of volunteering, the volunteer contract is to be completed and signed.

In accordance with the Law on Volunteer Work, Article 22, the Red Cross is obligated to ensure insurance coverage for the volunteer with whom the contract has been signed, in case of injury or professional illness during volunteer work. The Red Cross is to deliver a copy of the insurance policy to the volunteer within three days following the conclusion of the volunteer work contract.

## 2.5 Volunteer training

Volunteer training is a key step towards reducing potential risks and in spreading the basic information on the principles and procedures of the Red Cross. According to the Volunteering Policy of the International Federation of the Red Cross and Red Crescent, National Societies are required “to provide appropriate training that will enable a volunteer to meet his or her responsibilities towards the Movement, the specific task or role they were recruited to carry out, and for any emergency response activity they may be asked to carry out”. The training enables the volunteers to get acquainted with the organization’s policies, including the respect of the Fundamental Principles of the International Red Cross and Red Crescent Movement and the Regulations on the Use of the Emblem. This further ensures the adequate and necessary advocacy and delivery of services.

Volunteer training plan form:

Name of educational programme	Education objectives	Volunteer position	Name	Number of attendants	Time	Price (type of costs)

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During the planning and realization phases of volunteer training, several steps need to be implemented. Some of these steps may be taken by the secretaries of local Red Cross branches who act as supervisors of volunteer work and supported by other volunteers who are in charge of coordinating the work of new volunteers (coordinators).

#### Roles and responsibilities in education planning

Steps	Responsibility	Report writing	Report approval
Assessing education needs	Supervisor	Supervisor	Governing board
Designing a plan	Supervisor	Supervisor	Governing board
Creating a budget	Supervisor	Supervisor	Governing board
Undertaking a plan	Volunteer coordinator	Volunteer coordinator	Supervisor
Evaluating training	Volunteer coordinator	Volunteer coordinator	Supervisor
Reporting on education investment - costs	Volunteer coordinator	Volunteer coordinator	Supervisor

Orientation and training are vital for the successful volunteer management. They are also the most important phases in the overall human resources management system. There must be no mistakes, improvisation, spontaneous and incidental informing and introduction into the work of the organization. Like any other phase, orientation and training are adjusted to the needs and possibilities of the organization. Before the volunteers begin to perform the tasks for which we have recruited them, it is necessary to give them additional information - to prepare them. This preparation is their orientation for engagement.

It is necessary to dedicate sufficient time to the orientation. When a volunteer comes to work for the first time, he/she needs to be shown around the organization's premises. As the volunteer gets to know the space, he/she should be introduced to all the persons engaged, starting with those at the most responsible positions. It will be helpful to the volunteer to know what each of the employee's duties are, what he/she is in charge of and who is more or less important to the volunteer in the process of his/her adaptation to a new environment and work. The volunteer should be informed of the organization's mission, goals, development and the previous significant results. He/she should be introduced to the equipment and handling procedures, other internal rules in the organization, working hours and procedures in operation. The rules of the organization must be the same for both the full-time employees and the volunteers. The volunteers should clearly understand the volunteer task and the wider work context.

#### **After joining the organization, all volunteers should receive training on the following topics:**

- Mission, principles, structure and history of the International Red Cross and Red Crescent Movement;
- Mission, structure, history and activities of the Red Cross in Montenegro
- Most important documents of the Red Cross in Montenegro (the Law on the Red Cross, Statute, Code of Ethics).

The TRAINING that volunteers receive in order to be able to perform a volunteer position are a very common reason behind their participation in the programme. The way the training is organized depends largely on the organisation's capacities, the programme itself, the volunteer position, as well as the available resources.

In the case of internal volunteer positions, the training can take place during the work process or, if necessary, it could be organised immediately, on the volunteer's arrival. Additional education can be offered and organized gradually and is most often a sign of mutual satisfaction and successful cooperation.

For all the volunteers who are assigned to work with individual target groups, orientation and training are organized differently. Before any field activity, the training must be organized for the whole group of volunteers (for example, a whole team of volunteers from the care programme for the elderly). The duration and the scope of the training will depend on the requirements of the programme, the profile and the level of professionalism of the engaged volunteers. In any case, the demand of the training will be getting acquainted with the organization, its vision, mission, goals, and history. The volunteers will receive a regular introduction to volunteer work procedures and the scope of volunteerism in general. Getting to know the target, that is, the user group is the next important step. It is important to provide as much training as possible, especially if volunteers work with vulnerable groups of users. This should be given special attention and it is desirable at certain points to engage the experts on the user group issues. A number of issues that can be of use and help volunteers to get better at their volunteer engagement will be processed. Finally, concrete arrangements will be made concerning team formation (if work is done in teams), scheduling and start of work.

The volunteers' knowledge and skills need continuous improvement. This is why transferring knowledge and skills from "older" onto the new volunteers should remain an example of good practice.

The records of volunteer training are to be kept, the local Red Cross branch Secretary (supervisor) being responsible for keeping records and updating the data.

In order to provide better volunteer experience, it is necessary to organize supervisor and coordinator training as to continuously improve the knowledge and skills in working with volunteers in all RC units. The training on the work with volunteers for managerial staff should be envisaged by the annual plan at both the local branches and national organizations.

The work with volunteers can be improved by specific forms of organization: branches, groups, clubs, etc. The clubs are particularly important (youth clubs, voluntary blood donor clubs within the local-branch organizations) with their practice of meeting frequently and gathering volunteers. Such practice increases the volunteers' sense of belonging to the organisation. The group coordinator is responsible for designing the content of club meetings (this can, among other things, be: agreement on actions, psychosocial support, etc.)

## **2.6 Supervising and supporting volunteers**

During the implementation phase of the programme, it is necessary to regularly perform monitoring and supervision. The monitoring and supervision are important for each volunteer programme, as the performance evaluation is carried based on them, and if necessary, the programme itself adjusted, new volunteers engaged or additional education introduced. In this way, the entire programme is improved and the lessons learned fully encourage further work, as well as work with volunteers and users.

**Monitoring** is done for gaining insight into the realization dynamics of the planned activities and for ensuring its timely realisation. In the monitoring phase, it is ensured that the activities

yield planned results – i.e. how successful they are. Monitoring is carried out in the course of activity implementation where useful tips and guidelines can be given to volunteers on how to improve their engagement on a particular volunteer position. The monitoring phase can also reveal possible difficulties that hinder the realization of activities, in the case of which it is necessary to work on their elimination.

The usual techniques used in the process of monitoring the realization of activities are: questionnaires, focus groups, interviews and meetings.

#### Questionnaire

Questionnaires are the most commonly used data collection technique. They can be used on a large group of people, at all stages of work: needs assessment, monitoring and evaluation. A well-designed questionnaire can show a high degree of reliability and objectivity.

Questionnaires are used to evaluate and collect data on attitudes (opinions, beliefs, etc.) and behaviours, i.e. they serve as a predictor (predicting tendencies and predispositions) of future behaviours, actions, etc.

#### Interview

An interview is a conversation (dialogue) between two (or more individuals, depending on whether it is an individual or a group interview) persons which can be done "face to face" or by telephone. It is a technique whereby an examiner directly talks with the respondent and tries to collect relevant data and information. It is used at all phases of work, but mostly for the needs assessment and evaluation. An interview is usually used as a follow-up to the questionnaire. There are two basic types of interviews: the structured and the unstructured.

*A structured interview* is the one in which the examiner (interviewer) has already prepared and structured the questions which he/she wants to ask and get the answers to. The examiner asks the questions, one after another, and records the answers. This type of interview is similar to the questionnaire method because the examiner focuses on the already prepared questions. The advantage of a structured interview is that we know that all the interviewees are asked the same questions in the same order, which makes it easier for us to interpret and compare the answers. On the other hand, a structured interview does not give time and space for some clarifications which can be an important source of information.

*An unstructured interview* is a conversation between two people without a clearly defined and designed agenda. The examiner is allowed to hold a free-flow conversation, in the manner which he/she thinks will elicit the expected answers. The answers obtained in this way are certainly more complete, but not necessarily accurate. By asking general questions, the interviewer triggers a number of respondents' associations which they offer as answers. All the information received in this way does not have to be useful, nor should these be the correct answers to the questions. Additionally, the results of unstructured interviews are virtually impossible to compare.

It is recommended to combine the structured and unstructured interviews. One is advised to start with the structured questions which are sufficiently precise and clear to put the interview on the right track, but when one feels the need to delve into a problem or subject, the examiner can arbitrarily introduce some questions as to clarify any possible ambiguities.

#### Meetings

Meetings can be a very useful source of information, especially when assessing and identifying needs. These can be meetings with colleagues, beneficiaries, partner organizations, government and municipal institutions, donor organizations etc. Besides their role in decision making, meetings can be an opportunity to exchange data, opinions, attitudes, values and are a rich source of information. The given information is not systematized, of course, but it can give us a very good sense of where we and our activities stand, whether we are accepted, known of, satisfaction levels of the engaged persons, and so on.

#### Focus group

The focus group is a technique which does not require a lot of time and resources, and for those who implement it, it provides a wealth of qualitative information on the performance of activities, services, products or other issues. The facilitator leads a discussion with seven to twelve people about their experiences, feelings and remarks regarding the subject. The

facilitator elaborates on the issues that have arisen during the discussion and uses research techniques to learn about ideas, attitudes and other information. The session usually lasts one to two hours. During the session, it is common to ask five to eight questions which are then being elaborated on.

**Supervision** comprises the following components: the learning process, the support process and the monitoring process. Its aim is to efficiently structure the acquired experience the volunteer can use on a long-term basis for his/her personal and professional development. It can be aimed at the individual and the group, and therefore implies an individual approach or periodic gathering of volunteers engaged in one or more programmes. In this way, the volunteers are provided with the necessary support and help in solving the difficulties they encounter during their volunteering. The written record of all supervisory meetings should be kept and the minutes appropriately stored.

The supervision creates safe conditions in which volunteers feel free to openly outline and discuss the problems they face and receive adequate response and advice on how to deal with them. It is necessary, especially when it comes to the volunteers who work with special user groups (e.g. elderly people, RE population, etc.), as working with this population is stressful and requires great emotional involvement. In order for volunteers to adequately respond to these requests, they need help and support from the supervisor, preferably a person with experience working with a given user group. Very often, the exchange of experiences among volunteers provides potential solutions to the encountered problems.

The prior experience of the Red Cross indicates that the transfer of knowledge and skills, as well as the support through advice, from the more experienced to the less experienced volunteers is highly important. This good practice should continue in the future.

Supervision is a process of controlling the quality of volunteer work and of the complete process of providing services to the target groups (users).

The supervision results can sometimes take us a few steps back:

- a) supervision and monitoring can show that our work with volunteers is not adequately organised, and that it is necessary to carry out its revision, and in some extreme cases, a complete change;
- b) supervision and monitoring may indicate that some or all of the volunteers do not meet the needs of the volunteer position or do not want to be further engaged, and need to be replaced by a new recruitment and selection of volunteers;
- c) supervision and monitoring can show that volunteers need additional specialized training, which can provide them with knowledge and experience they do not possess and they need them to carry out their activities.

## **2.7 Evaluating and rewarding volunteer work**

Recognition relies directly on stimulation and is the result of the monitoring process of the volunteers' work. It applies equally both to the full-time workers and the volunteers, especially when working alongside each other – if the results come from the joint work, then the recognition should be shared. In order to recognise somebody's work, in other words, *to praise*, there is no need to wait for a special moment: recognition of a work ethic, a well-accomplished task, efficient or fast response to certain situations can be given on a daily basis. This is an important work evaluation technique which enables the volunteer to monitor whether or to what extent he/she is on the right track and how efficient his/her work is. The recognition giving should be natural and spontaneous, expressed in such a way as to carry a positive sentiment. Positive communication is always welcome. Positive things and results are often taken for granted, so we do not notice them, or are even criticized, instead of being praised. We should praise the deserving volunteers and full-time employees and let it be heard.

Awarding is a special kind of recognition. Awards are of particular importance for the volunteering programmes which are not able to provide even the most basic benefits for their volunteers. Awarding does not require a special occasion. Some organizations award prizes at the end of the programme, or on occasions such as holidays, jubilees, anniversaries or celebrations. Many organizations use the occasion of the International Volunteer Day, December 5, for award-giving. The prizes can be smaller or larger material gifts- badges, t-shirts, letters of appreciation, books, but they can also be non-material benefits – a more responsible task, additional education in the area of particular interest, a travelling opportunity or participation in seminars and conferences. The most valuable prize, no matter how worthless it may seem, will be the one which involves the fulfilment of the volunteer's motivation. It is important, however, that the prize is awarded as a surprise and as a reward for the work results.

The programme coordinators (leaders) are obliged to monitor the development of each volunteer and make an effort to evaluate and adequately reward his/her work. Prizes can be:

- opportunities for traveling to additional training in the field of work of the organization (seminars, camps, participation in various meetings, etc.)
- cinema, theatre, concert tickets, passes for swimming pools and other events;
- excursions, picnics,
- books and other symbolic gifts.

The programme coordinators should also seek for the rewarding opportunities in the wider local community. The deserving volunteers have the right to represent the organization at training events and conferences in agreement with the coordinators of individual programmes.

A form of rewarding may be sending the best volunteers to work in other national Red Cross societies.

One form of expression of appreciation, according to the Rules on the Recognition of the Red Cross, are the following Red Cross acknowledgments:

- Medal of the Red Cross of Montenegro
- Golden decoration of the Red Cross of Montenegro
- Silver decoration of the Red Cross of Montenegro
- Plaque of the Red Cross of Montenegro
- Letter of appreciation of the Red Cross of Montenegro

However, *most importantly*, when it comes to rewards, and to any benefits, do not make promises, you are not completely sure you can keep!

### **Termination of engagement**

There are numerous risks involved when it comes to the volunteer programmes. Among other things, it may happen that the volunteers are not professional and responsible enough. They may have their own issues to deal with, which may have a negative effect on their performance and cause them to make mistakes and omissions. They may not always be up to the task, or may abuse the resources of the organization or their position. The fact that they work voluntarily and free-of-charge does not allow them the right of making constant mistakes. In order to be hired and accepted, the volunteers are obliged to respect the Statute, Mission and Principles of the organization. During the probation- if it is envisioned, or when accumulated problems cannot be overcome otherwise, it is possible to terminate the cooperation. However, it must be taken into account that these people *did come voluntarily*. Therefore, the termination of the volunteer's engagement should be done carefully. If such a situation arises, we should ask ourselves what it is we did not do properly. Finally, volunteers get tired and their personal circumstances change. No matter how useful they were, how

much we got used to them or find it difficult to find a replacement - once they get tired, they should be dismissed.

## **2.8 Process of assessing work with volunteers**

The final activity of each volunteer programme is an evaluation of performance. This activity includes all parties who participated in the programme itself: the organization, the volunteers and the programme users.

The engagement of the volunteers, as well as all other dimensions of the organization's work, should have a formal evaluation. The advantage of the activities in which volunteers take part is that they do a self-evaluation. Everything should be prepared in advance for a professional performance evaluation. The final assessment is based on continuous monitoring and supervision. Based on the pre-designed questionnaires which are to be filled in at the beginning of the volunteer engagement, and then periodically (e.g. every 6 months or a year), one is able to monitor the most important parts of the programme.

Just like the organisation's programme activities, its evaluation is planned in advance, so that it can be implemented on a continuous and timely basis. If the initial evaluation of the situation is missed out, it will be difficult to evaluate the organization's performance at the end. In addition to the results of the pre-designed questionnaires for volunteers, users and associates on the programme, we continuously summarize the data from written reports, statistical data collected during the realization of activities, feedback obtained during the fieldwork from users, associates, media, as well as meeting minutes. It is only through the continuous monitoring that one can show how well one has planned and implemented the activities, reduced or solved the problems, how satisfied the users are, how many volunteers there are and what the general success is. By means of the questionnaires, the organization evaluates all segments of the volunteer work, from accuracy in performing tasks, accuracy and speed of work, dedication and responsibility to tasks, to the way of dealing with users, associates and resourcefulness in special situations. In return, volunteers evaluate the programme and the organization, how well they are accepted, whether what they are promised is fulfilled, their training satisfaction, how truthful job descriptions are to the actual work done, relationships amongst the staff, commitment to the mission, manner of dealing with volunteers, users and associates. Similar evaluation questionnaires can be offered to associates and users. The final goal of evaluation of results should be to study the potential change in both the volunteers and the organization. By summarizing the results, one can find out whether the volunteer experience has influenced the understanding of the community; whether it has helped the volunteers build a personal relationship with it and made them believe that they could have an impact on the solution of community problems. When it comes to organizations, one can find out if engaging volunteers helps them work more efficiently on problem solving and service delivery to the community. Success measuring is very useful to the organization. It is also useful both to the donors and partners, as it shows how successfully they have been managing their activities. Finally, it is also useful to the local community, and broadly speaking, society as a whole, as it shows how much the local actors have influenced the resolution of social problems and in what way.

In the course of evaluation, the level of success of the total volunteer engagement is measured with the focus on the following elements:

- a) the influence and success of volunteers in solving a particular problem
- b) the usefulness of engaging volunteers for service users,
- c) success in the process of personal development,
- d) influence and success in the organization's development process,
- e) recommendations and suggestions for improving work with volunteers,
- f) recommendations and suggestions for the implementation of the new needs assessment with the aim of developing new or improving the existing services of the organization.

The results obtained by the evaluation provide information not only on the success of the overall programme of the organization, but also on the concrete next steps. In addition to the evaluation meeting, where some or all of the parties involved in the implementation of the programme are gathered (to discuss and evaluate the above elements), it is also desirable to develop evaluation questionnaires. Evaluation questionnaires are designed based on a specific programme and a group which will complete the questionnaire (volunteers and users of volunteer services). These questionnaires also have to contain the elements listed above.

### **3. SUPERVISORS**

**The volunteer supervisor** is a person whose responsibility is to ensure adequate work of the volunteers in the organization. As a rule, this duty is carried out by the secretaries of the local Red Cross branches.

#### **Responsibilities**

1. Recruitment and involvement of volunteers in the Red Cross;
2. Volunteer training;
3. Volunteer engagement;
4. Monitoring volunteer work;
5. Issuing volunteer certificates and volunteer recommendations;
6. Awarding volunteers;
7. Monitoring the work of the coordinator working with volunteers

#### **Procedure**

##### ***Recruiting and involving volunteers entails:***

- Presenting the volunteers with the existing volunteer positions in the programmes and the possibilities of being engaged in short-term activities through notice boards, promo materials on volunteer training, the Internet, etc.;
- Involvement of volunteers by carrying the following order of activities: administering the access questionnaire and interviewing volunteers;
- Preparing contracts with volunteers who have opted for volunteer positions in the Red Cross programmes which involve a higher degree of risk

##### ***Volunteer training entails:***

- Preparing the orientation and the Training Plan for Volunteers;
- Organising training in accordance with the training plan as defined by the staffing policy of the Red Cross of Montenegro;
- Leaving out those volunteers who have not taken the orientation or basic training;
- Organising training according to the elaborated plan of the training sessions;

##### ***Volunteer engagement entails:***

- Introducing volunteers to a volunteer coordinator
- Overseeing the engagement of volunteers, personally or through the persons to whom one has delegated the jurisdiction, in the cases in which volunteer actions are realized outside the office or when organized by other organizations. This is done in order to ensure compliance with the agreed obligations, fundamental principles of volunteer work and work with volunteers;

##### ***Monitoring volunteer work entails:***

- Coordinating the gathering of information on volunteer engagement and entering it into the database on a monthly basis;
- Coordinating the collection of training information and entering it into the database on a monthly basis;

- Coordinating the preparation of statistics on volunteer engagement in RC programmes on a monthly basis and its publication;

***Issuing volunteer certificates and producing recommendations for volunteers:***

- Issuing a volunteer with an engagement certificate, when necessary, and entering information on the prior monthly engagement in the volunteer booklet;
- Issuing a certificate to justify absence from classes at the request of a volunteer;
- A certificate to justify absence from classes may be issued to a volunteer only if he/she has previously announced the absence to the supervisor and coordinator;
- The recommendation is issued on the basis of volunteer engagement records and it should state in which activities the volunteer participated;
- The supervisor has the right not to provide a volunteer with a recommendation if he/she estimates that the volunteer wants to abuse it;
- Keeping records of the issued recommendations and creating the archive files;

***Rewarding volunteers:***

- Rewarding the volunteers according to the possibilities and agreed obligations;
- The supervisor has the right to initiate rewarding, but he/she can also do it at a coordinator's proposal in case the volunteer meets the conditions for being rewarded;

***Monitoring the work of volunteer coordinators in the Montenegrin Red Cross programmes entails:***

- Regularly interviewing volunteers in RC programmes with the aim of evaluating the work of their coordinators;
- Evaluating the performance of volunteer management by means of a questionnaire;
- Processing survey data;

#### 4. VOLUNTEER COORDINATOR

**The volunteer coordinators** are in charge of managing the volunteers within the programme and the division of labour. They prepare volunteers for the volunteer engagement in the programme and provide them with support during the execution of agreed tasks.

The coordinators may be the more experienced volunteers who manage individual programmes of local RC branches. They are responsible for working with volunteers engaged within their scope of work, i.e. their programme.

**Responsibilities**

1. Programme promotion;
2. Advertising for volunteer positions and developing volunteer job descriptions;
3. Recruiting and involving volunteers;
4. Volunteer training;
5. Volunteer engagement;
6. Monitoring volunteer work;
7. Proposing volunteer rewards and evaluating their work;

**Procedure**

***Programme promotion entails:***

- *Planning and realization of promotional programme activities;*
- *Coordinating and forwarding the programme information*

***Advertising for volunteer positions and developing volunteer job descriptions:***

- Forwarding via e-mail the advertisements and developed positions to the volunteer supervisor at the local branches at least 7-15 days (depending on the number of people) before the volunteer engagement begins, after which the volunteer supervisor publishes them;

***Recruiting and involving volunteers entails:***

- Performing a selection of volunteers for work in the service, based on the findings of the interview questionnaire and opinions of the volunteer supervisor;
- In case of a greater number of applicants than the offered positions, choosing the ones who are, in his/her opinion, the most appropriate to the given the position;
- Organizing an initial meeting with the volunteers who have been selected to get involved in the programme which he/she is in charge of;
- Introducing the volunteers, at the initial meeting, with their duties and work of the programme in more detail, and presenting them with a plan of orientation training for the specific programme;

***Volunteer training entails:***

- Organizing and realising the so called orientation training which is based on the training plan defined in the description of the volunteer position;
- Conducting the training before the volunteers take up their work tasks;
- Drafting the Training Session Plan for a given position, and modifying or upgrading it if he/she is in need of the necessary steps;
- Letting the volunteer supervisor inspect the Plan;

***Volunteer engagement entails:***

- Providing all necessary conditions for the work of volunteers such as technical conditions, good atmosphere and friendly communication;
- Performing the division of roles and responsibilities in the volunteer team he/she manages;
- Carrying out the division of duties in a way which is acceptable for the work of each specific service;
- Organizing an engagement schedule according to the volunteers' availability, but seeking to have it fixed for a longer period;
- Displaying the schedule in a prominent place in the office;
- E-mailing each Monday a volunteer work schedule for the current week (hereinafter-action plan), placing it at a prominent place in the office, thus avoiding the volunteers waiting around to receive their duties and their taking up the supervisor's time;
- During work, being available to the volunteers for additional questions or information;
- Taking full responsibility for the performance of the volunteers engaged in the programme which he/she is in charge of and never placing responsibility onto the volunteer;
- Providing an environment in which the volunteer will have a sense of belonging, power (include him/her in the planning process, support his/her initiative and suggestions) and a sense of being special (praise his/her work, respect his/her personality);

***Monitoring volunteer work:***

- The coordinator keeps a standardized weekly list of volunteer engagements;
- The list includes: names of volunteers, arrival and departure times, type of activity for which he/she is hired, the signature of the volunteer and the signature of the responsible person;

- The coordinator gives feed-back to each volunteer individually, points to the positive aspects of his/her work and gives guidance on what competencies need to be further improved and why;

***Proposing volunteer rewards and evaluating their work:***

- The coordinator is obliged to thank each volunteer for his/her work and praise him/her for taking initiative or doing a job in accordance with the agreement;
- If a volunteer does not do the assigned job properly, the coordinator seeks to find the cause of the poor results and tries to work with the volunteer to overcome the problem;
- Each coordinator nominates the volunteers with whom he works for reward and forwards the proposal to the volunteer supervisor;
- If a volunteer is rewarded by participating in some training, seminar or exchange, the coordinator is obliged to have it recorded;

**Annex 1**

**Volunteer Engagement Plan**

<b>Name of volunteer position (from organogram)</b>	<b>Person responsible for volunteer engagement</b>	<b>Time and date of volunteer engagement</b>	<b>Method of volunteer recruitment (event, lecture at an institution, school, company, leaflets etc.)</b>	<b>Time and date of volunteer selection</b>	<b>Time and date of regular volunteer training</b>	<b>Method of volunteer supervision</b>

## Annex 2

### Volunteer job description

<b>Name of position</b>	
<b>Volunteer reports to</b>	
<b>Volunteer work location</b>	
<b>Purpose of the position</b>	
<b>Working hours</b>	
<b>Duties and responsibilities</b>	
<b>Necessary qualifications</b>	
<b>Volunteering benefits</b>	

### Annex 3

Montenegrin Red Cross questionnaire for interested volunteers

Name	
Telephone	
E-mail address	
Address	
Education (primary/high school/university student, university, graduated from...)	
Work experience (name place and time of professional engagement)	
Volunteering experience (name place and time of volunteering engagement)	
Skills and expertise (ex. foreign language skills, project manager skills...)	
Areas of interest in relation to RC programmes (specify one or more programmes)	
Motivation to do volunteer work	
Time you can dedicate to volunteer work	
How did you hear about the Red Cross of Montenegro?	

## INSTEAD OF THE CONCLUSION

7 "deadly sins" in working with volunteers, or mistakes you should never make with volunteers:

1.

TO RECRUIT A VOLUNTEER FOR A CAUSE OR PROGRAM IN WHICH YOU DO NOT BELIEVE – OR TO ASK A VOLUNTEER TO DO A JOB YOU WOULDN'T DO YOURSELF.

2.

TO WORRY ABOUT THE NUMBERS OF VOLUNTEERS YOU NEED TO THE DEGREE THAT YOU SIGN A PERSON UP EVEN IF HE OR SHE IS NOT RIGHT FOR THE JOB TO BE DONE.

3.

TO OFFER VOLUNTEERS CERTAIN OPPORTUNITIES AND WORKING CONDITIONS, AND THEN NOT DELIVER!

4.

TO WASTE A VOLUNTEER'S TIME!

5.

TO RESTRICT A VOLUNTEER'S EFFECTIVENESS BY NOT PROVIDING ADEQUATE PREPARATION, TRAINING, OR TOOLS!

6.

TO RECOMMEND VOLUNTEERS, WHILE YOU YOURSELF DO NOT HAVE VOLUNTEERS HELPING WITH THE RESPONSIBILITIES OF YOUR JOB!

7.

NOT TO STAND UP AND FIGHT FOR THE NEEDS AND RIGHTS OF THE VOLUNTEERS YOU REPRESENT!