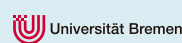


Justice  
Involving  
Volunteers  
in Europe

**JIVE**

# Good Practice Guide

Recruitment, training  
and support of volunteers  
working in the Criminal  
Justice System



This project is funded by the  
Criminal Justice Programme of  
the European Union



## Programme

Justice Involving Volunteers in Europe (JIVE)

## Partners

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# About the JIVE project and this guide

Justice Involving Volunteers in Europe (JIVE) is a two-year project, funded by the European Commission and led by Clinks, which has established a partnership of eight non-governmental organisations (NGOs) from across Europe working within the Criminal Justice System (CJS) to exchange ideas and share good practice on two main areas:

- the role and value of volunteers working with ex-offenders, their families and victims of crime
- working effectively in partnership with statutory and private organisations.

The project builds upon the recommendations of the Policy Agenda for Volunteering in Europe (PAVE) and the opinion of the European Economic and Social Committee (SOC/431– EU Policies and Volunteering).

Aside from this good practice guide, the JIVE project's outputs have included:

- a report on the current contribution and value of volunteers in the CJS in Europe
- a volunteer profile blueprint linked to a self-assessment questionnaire
- a volunteer training programme toolkit: blended learning (online and class sessions)
- a report on current practices in cross sector partnerships for effective cooperation.

This Good Practice Guide draws from several previous documents and work performed under Work Stream 2 (WS2) - Volunteer Recruitment, Training and Support. WS2 involved 47 volunteer programmes answering questions on evaluation grids and exchange frameworks. Results were published in Design and Delivery of Volunteering in the Criminal Justice System (Aproximar, 2015). This document covers the full process of managing a volunteer programme in the CJS.

The exchange of the document on current practice led to the development of the volunteer profile blueprint (Aproximar 2015), the exchange of current training materials framework and the design of the Volunteer Training Toolkit for Volunteers working in the Criminal Justice System (Aproximar, 2016).

All these were used in the training pilots in Hungary, Italy, Portugal and Romania. The results of the pilots have influenced this document.

This guide also links to:

- 'The role and value of volunteers in the Criminal Justice System: A European study' (Clinks, 2015), where 316 people from 22 countries were surveyed on the current contribution and value of volunteers to the CJS
- Building successful partnerships involving volunteers in the Criminal Justice System (Stichting 180, 2016).

## Key findings from previous JIVE research

### Key finding 1: mutual learning opportunities

The JIVE project has compared volunteer programmes in six EU countries, looking at volunteer management, recruitment, training and support practices in the justice system. Countries covered were England and Wales<sup>2</sup>, Hungary, Italy, Netherlands, Portugal and Romania. Figure 1 pinpoints countries' strengths and weaknesses, highlighting opportunities for improvement and mutual learning in terms of good practice benchmarking and volunteer programme standards.

Figure 1 – Countries' strengths and weaknesses per country and evaluation parameter

EVALUATION GRID PARAMETERS	COUNTRIES					
	ENGLAND AND WALES	HUNGARY	ITALY	NETHERLANDS	PORTUGAL	ROMANIA
Partnerships	✗	=	✓	=	=	✗
Training	✓	=	=	=	=	=
Monitoring	✓	✓	✗	=	✗	=
Supervision	=	=	✗	✓	✓	=
Evaluation	=	✓	✗	✓	✓	=
Communication/ dissemination	✓	✓	✗	✗	✓	=
Financial management	=	=	✓	✓	=	✗

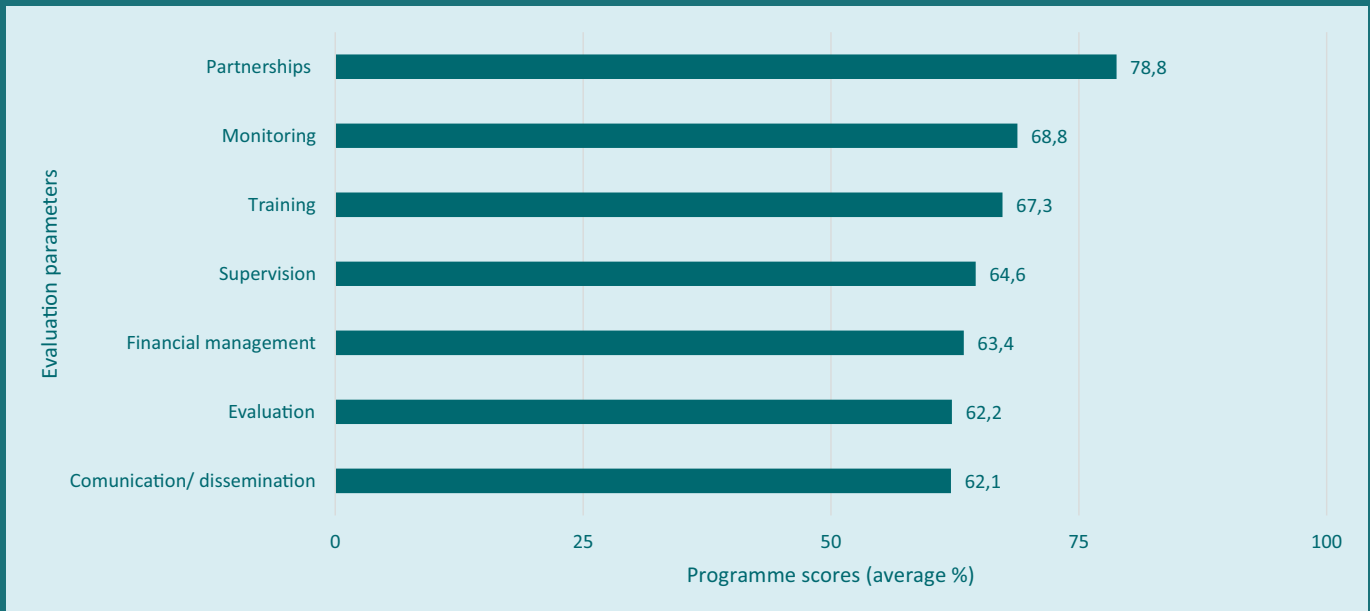
✗ Below average    ✓ Average    = Above average

<sup>2</sup> Scottish and Northern Irish organisations were not included in the study because Clinks' remit is England and Wales only.

## Key finding 2: practice emphasis

Another major finding from previous work, taken from Evaluation Grid scores, is that the programme practices tend to put a stronger emphasis on partnerships and less on internal aspects of their performance.

Figure 2 – JIVE Evaluation Grid scores, per evaluation parameter (%)



Source: Evaluation Grid, 2014

## Key finding 3: volunteer programme good practice

The third point to highlight from previous JIVE project outputs is that it was possible to identify a structure of volunteer programme components and characterise the most effective practices, as shown in the following table:

Figure 3 – Volunteer programme good practice

Programme planning and needs evaluation	Planning	Embedded planning and goal orientation
Volunteer engagement	Communication channels	Multi-method communication strategy, including word of mouth, social media networking, and website advertising. Case studies presentation.
	Application screening	Multi-method, including individual interviews, training and observation periods and tests and/or work assignments
	Volunteer engagement	Match process between volunteer and deployment institution, job description materials and designation of a local supervisor
Volunteer induction training	Support materials	Programme or volunteer workbook, informative/training handouts
	Contents	Volunteering/mentoring concepts, practices and ethics; intervention theory, methods and techniques; justice/legal/social services information and protocol; programme/organisation information
	Training methods	Formal training, blended mode using multi-method training approaches, including presentations/lectures, case studies, role-plays/simulations and discussions/debating/brainstorming
	Trainer profile	Knowledge/experience on the training subjects and knowledge/experience in training/teaching positions
Volunteer orientation/support	Volunteer orientation	Volunteer contract, assignment of a local workplace supervisor, initial staff presentation, organisation monitoring and probation/trial period
	Monitoring practices	Monitoring meetings; documents, reports and form fillings
	Volunteer support	Travel and meal expenses; staff/group support
Supervision and evaluation	Supervision process	Formal supervision procedures, via supervision meetings and document/report filling
	Evaluation type	Formal and robust evaluation, including satisfaction based evaluations and mix-method, quasi-experimental and experimental evaluation designs

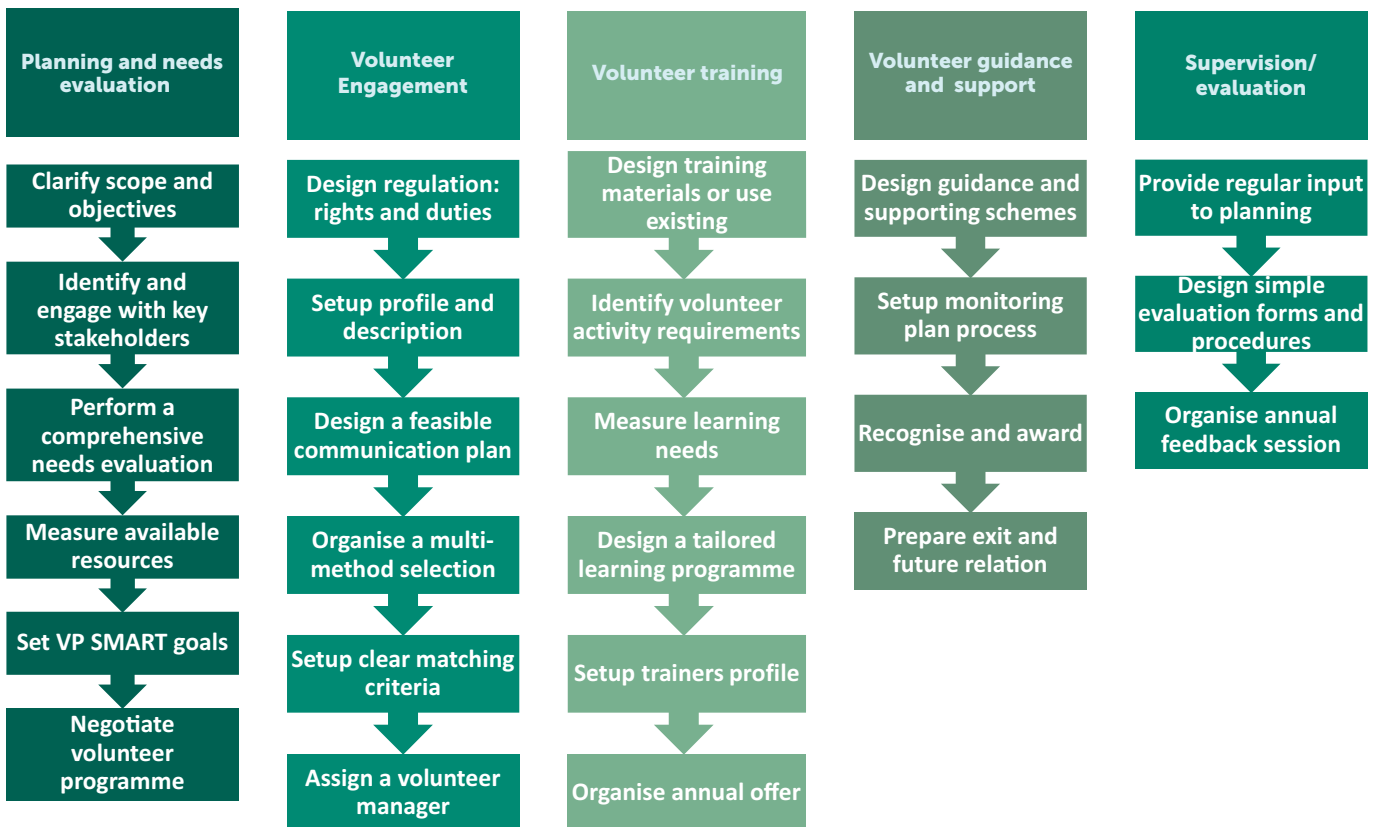
# Introduction to the Good Practice Guide

This practical guide provides key insights into how to develop, implement and evaluate volunteer programmes in the CJS in Europe. It includes information about common practices throughout Europe, simple instructions on how to deliver the most effective programmes and examples of previous programmes.

Organisations can work through the guide step by step to develop a full volunteer programme, or can use the sections that are most relevant to them.

The figure below shows the steps the guide covers:

**Figure 4 – Volunteer Programme stages and steps**



The guide doesn't focus on specific target groups (for example sex offenders, victims, young people or families) because it would make the resource too unwieldy. For detailed guidance on specific target groups you can consult existing literature and guides.

The CJS is highly complex and must be understood as such when designing a volunteer programme. Besides the complexity of each national justice sector, we've faced the challenge of setting this guide within a European perspective. Therefore the document must be contextualised for each country's justice system.



# Who is the guide for?

This guide is intended for organisations working with volunteers in the CJS. You can focus on one or all of its steps.

The guide may also be useful for:

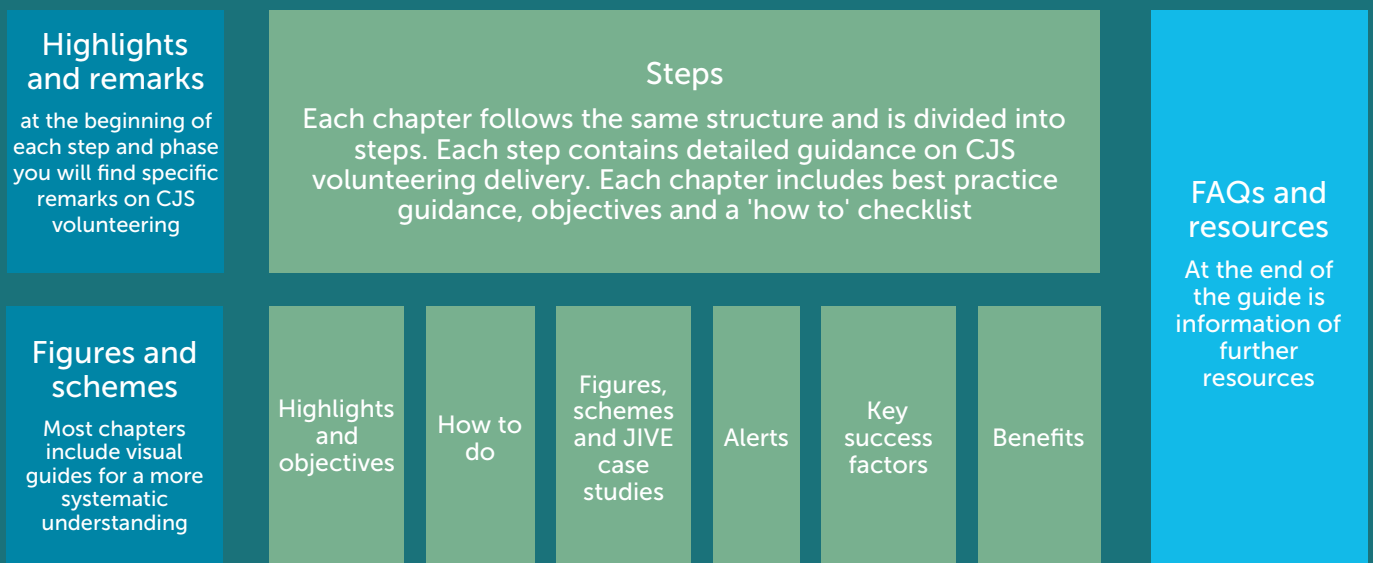
- volunteering promoting organisations
- volunteering infrastructure and umbrella organisations
- volunteer managers and co-ordinators
- volunteering beneficiary organisations
- volunteer training providers
- volunteers and stakeholders (donors, public and private organisations, etc.).

# How is the guide structured?

Each of the guide's five chapters starts with an overview of the topic, followed by step by step instructions, complete with JIVE research inputs, objectives, case studies, issues to bear in mind and key success factors and benefits. If you need more guidance on a specific step, please refer to other JIVE reports, for example, the 'Training Toolkit for Volunteers working in Criminal Justice System' (Aproximar, 2016).

Throughout the guide, there are signposts to more information about volunteering in the CJS in specific countries. A good overview is at: <http://www.clinks.org/voluntary-community-sector/volunteering-mentoring>.

Figure 5 - Good Practice Guide structure



CJSs vary from country to country and many are facing new challenges. Volunteering activities must adapt to the CJS in question and respond not only to the target group needs, but also to the rules, risks and limitations of the system. More details can be found in 'The role and value of Volunteers in the Criminal Justice System: A European Study'<sup>3</sup> (Clinks, 2015).

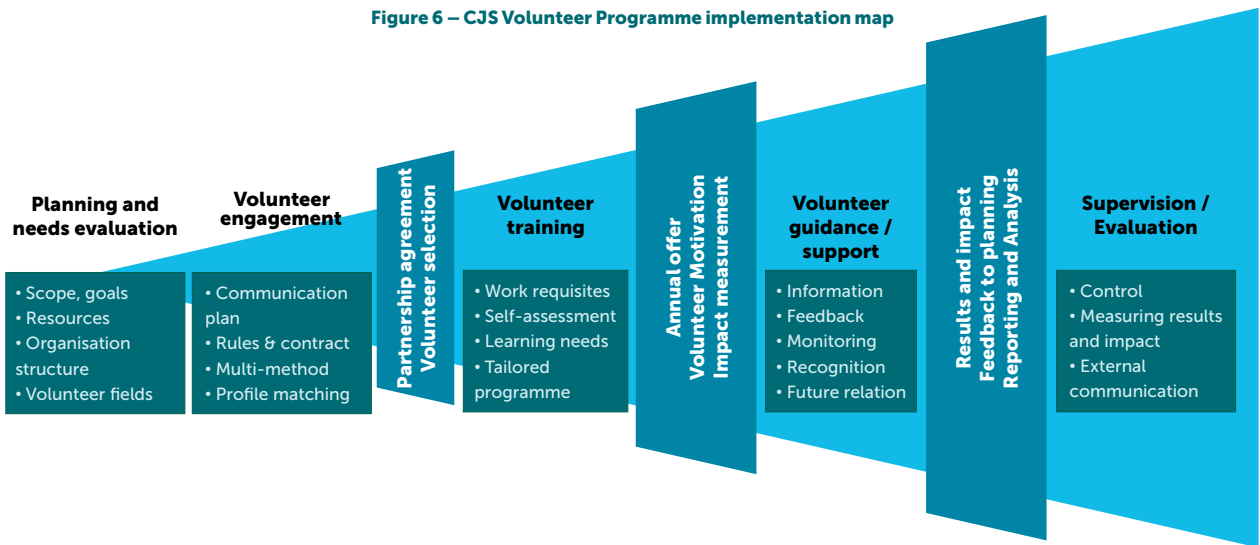
The Practice Exchange Framework (in "Design and Delivery of Volunteering in the Criminal Justice System"<sup>4</sup>, Aproximar 2015) screening provided key insights into Volunteering Promoter Organisations (VPOs) activities. It was clear that there are two mandatory and cross-cutting stages which all VPOs must perform: **planning** and **evaluation**. Without these two stages volunteering programmes in CJSs will neither last nor be effective on volunteer recruitment, selection and training.

The guide looks at the complete and full cycle of volunteer programme management, from planning to evaluation. Figure 6 below sets out the structure as a linear structure. However, it's not necessary to follow the steps in sequence. It's advisable to be systematic in approach but only if this doesn't stifle creativity and continuous improvement.

<sup>3</sup>The role and value of volunteers in the Criminal Justice System: A European study (Clinks, 2015)

<sup>4</sup>Design and Delivery of Volunteering in the Criminal Justice System (Aproximar, 2015)

Figure 6 – CJS Volunteer Programme implementation map



There is no fixed time period to go through this cycle, and it's important to prepare properly. Each of the key stages and components can be used independently. To achieve the best results it is advisable to undertake a complete review of your volunteer programme.

Figure 7 illustrates the value of the outputs to each volunteer programme's steps.

Figure 7 – JIVE outputs and volunteer programme stages

	Planning and needs evaluation	Volunteer engagement	Volunteer training	Volunteer guidance and support	Supervision & evaluation
	Useful	Useful	Maybe useful	Maybe useful	Useful
	Useful	Useful	Useful	Useful	Useful
	Useful	Maybe useful	Maybe useful	Maybe useful	Useful
	Maybe useful	Useful	Useful	Useful	Useful
	Maybe useful	Maybe useful	Useful	Useful	Maybe useful

Legend: ■ very useful; ■ useful; ■ maybe useful



# Step 1: Programme planning and needs evaluation

## Highlights:

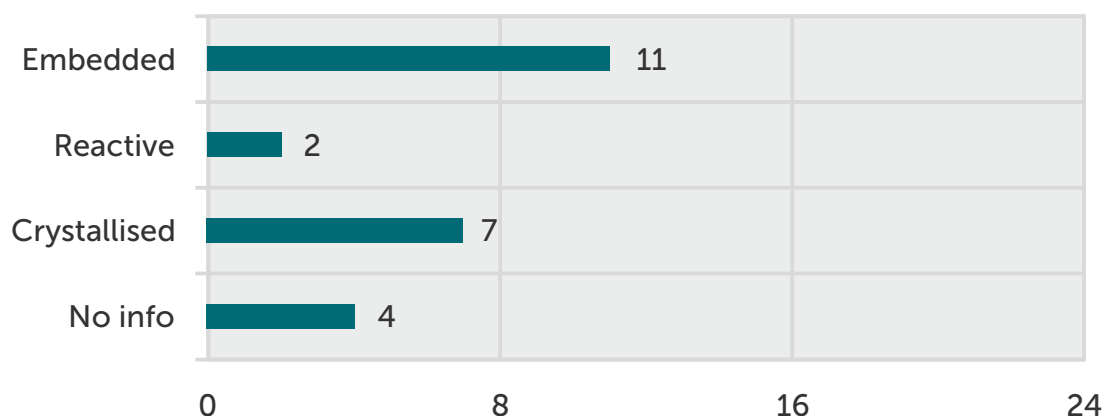
Previous research<sup>5</sup> done as part of the JIVE project shows that many volunteer programmes are rigidly designed and built upon target group needs (reactive) and bureaucratic procedures (crystallised)<sup>6</sup>. This approach may limit organisational response time, as well as making the organisation less efficient in promoting social change. It should be avoided as it can contribute to downgrading the organisation's overall performance.

Organisations that focus on planning and needs evaluation are better placed to respond to a fast paced and changing environment.

There were six steps for good practice identified around planning:

- clarify scope and objectives, adopting flexible planning
- identify and engage with key stakeholders
- carry out a comprehensive needs evaluation process
- measure available resources: organisational, human and financial
- set up goals (SMART) combined with results-based management procedures
- negotiate the details of your volunteer programme with the volunteering beneficiary organisation.

Chart 1 – The Design and Delivery of volunteering in the Criminal Justice System findings on VPOs types of planning



## Remember: A feasible plan is more important than a good plan.

<sup>5</sup> The role and value of volunteers in the Criminal Justice System: A European study (Clinks, 2015) and Design and Delivery of Volunteering in the Criminal Justice System (Aproximar, 2015)

<sup>6</sup> For details about the concepts please consult the glossary at the end of the document.



# Phase A: Clarify scope and objectives

## Highlights:

The way your organisation is perceived and recognised in the community and by volunteering beneficiary organisations is a critical issue when organising your volunteer programme. Your organisation's members may think the programme's scope and objectives are absolutely clear to everyone internally and externally. To make sure this is the case, from time to time, run a simple focus group of eight to 12 people from outside your organisation (individuals and partners).

Create a volunteer programme coordinator role appointed to by the management committee, with a clear job description. The volunteer programme should then look to hold some planning events with a wider audience and set in place some monitoring milestones, overseen by a strict co-ordination group.

## Objective:

Above all, it's important to make sure that the volunteer programme aligns its goals with the target group or the volunteering beneficiary organisation (prison services, probation, courts, victims associations, community organisations and others).

## How to do this:

- 1 • Identify stakeholders, volunteers and partners
- 2 • set up an engagement agenda
- 3 • organise planning events
- 4 • present your volunteer programme scope and goals and collect inputs
- 5 • identify three to six key performance indicators
- 6 • establish the planning review schedule (hold at least a bi-annual meeting) and agree on a monitoring agenda
- 7 • organise at least one annual meeting open to all stakeholders
- 8 • publish annual report.

## Things to be aware of:

The risk of planning without a clearly defined goal is that the programme may lose focus of what it is trying to achieve, and the use of resources won't lead to the desired outcomes.

Planning without a clearly identified goal risks the programme losing focus. The volunteer programme can be most effective when aimed at a specific target group.

The volunteer programme coordinator must have direct and regular access to volunteering promoting organisation decision-makers.

Critical success factors	Benefits
<ul style="list-style-type: none"> <li>• Stakeholders engagement agenda</li> <li>• diversity of stakeholders</li> <li>• planning tools and supporting instruments</li> <li>• uniformity and simplicity in forms and template.</li> </ul>	<ul style="list-style-type: none"> <li>• Clarification of scope and objectives</li> <li>• volunteer programme internal coherence: alignment between volunteering promoting organisations and target group</li> <li>• external VP validation and recognition</li> <li>• increase communication capacity.</li> </ul>

# Phase B: Identify and engage with key stakeholders

## Highlights:

Each country is different when it comes to volunteering in the CJS. There are similarities between organisations within countries and it's important to engage with them. It's also important to note that each stakeholder will have their own network of contacts and take this into consideration when you do your analysis. For example, if a prison is a key stakeholder, they will have their internal stakeholders to consider. That means establishing a good relationship with the governor, but this doesn't necessarily mean you're engaged fully with the prison. There will be a considerable number of stakeholders and the volunteer programme must identify who are the most important and set an agenda with them.



Figure 8 – Volunteering promoting organisation stakeholders' roundtable illustration



## Objective:

All volunteer programme managers and coordinators want to have the right stakeholders as partners. The first step is identifying them, before exploring the resources and benefits they can add to the volunteer programme. Leaders must build a systematic tool to help them identify stakeholders, assess what they can add and also identify what the volunteering promoting organisation can offer them.

## How to do this:

- 1 • Map out and classify your partners, suppliers, collaborators, clients, volunteers, beneficiaries in terms of mutual benefits
- 2 • rate each of them by relevance, resources and relationship
- 3 • define an agenda to be used to develop the relationship with each key stakeholder
- 4 • set a first meeting and set up a common roadmap
- 5 • draw up a mailing list.

## Things to be aware of:

During the stakeholder identification and relationship development process it is important to move at the right pace. Make sure your stakeholder offer is reliable and relevant. For more details on partnership working, consult the JIVE report 'Building successful partnerships involving volunteers in the Criminal Justice System' (Stichting 180, 2016).

Critical success factors	Benefits
<ul style="list-style-type: none"> <li>• Clear goals and needs</li> <li>• set up and build a common agenda</li> <li>• open and regular communication</li> <li>• common roadmap with strong liaison.</li> </ul>	<ul style="list-style-type: none"> <li>• Networking focus and prioritisation</li> <li>• access to required resources</li> <li>• increase understanding for lobbying and advocacy</li> <li>• wide public recognition and support.</li> </ul>

# Phase C: Perform a comprehensive needs evaluation process

## Highlights:

Most organisations have open ended volunteer programmes, meaning they don't have a clear target group or needs focus. We strongly advise organisations to consider being goal focused. Open ended is an option only for organisations with large amounts of resources. Small and medium sized organisations shouldn't try to cover every target group out there. Following the planning exercises in the first two stages, consider again whether your volunteer programme is focused on needs your organisation can cover.

Extensive literature and tools are available to support this process. We strongly recommend using questionnaires and holding at least one session with the volunteering beneficiary organisation to close the needs evaluation process.

## Objective:

Having a needs evaluation process will allow you to make an informed decision about which fields/needs to invest in, increasing the reach and impact of the programme. Clarify the reach of your volunteer programme, stakeholders' expectations, who and how many beneficiaries it is possible to cover, and target group engagement strategy.

## How to do this:

- 1 • Identify the needs covered by your volunteer programme
- 2 • select the data collection techniques and instruments to use in the process
- 3 • organise working sessions with each key stakeholder (you can gather more than one per meeting) and target group
- 4 • analyse and synthesise needs and expectations
- 5 • get this information validated by key stakeholders, especially the volunteering beneficiary organisation
- 6 • set the number of beneficiaries to be targeted and the needs covered in the volunteer programme.

## Things to be aware of:

The identification of needs is intrinsically connected with the management of expectations. You should be aware that volunteer programmes create wide and strong expectations among a variety of stakeholders. Failure to meet expectations can jeopardise your volunteer programme. Thus, working on managing needs and expectations is a critical process.

The JIVE publication 'The role and value of volunteers in the Criminal Justice System: A European study' (Clinks, 2015) can provide some inputs into the implementation step.

You should consider the target group profiles and the statutory and/or private organisations working with them. For example, how you work with a prison or a victim safe house, will be completely different. The volunteer programme must do a deep and comprehensive needs evaluation.



Critical success factors	Benefits
<ul style="list-style-type: none"> <li>• Stakeholders' participation</li> <li>• data accuracy</li> <li>• goal focus: balance between objectives and resources.</li> </ul>	<ul style="list-style-type: none"> <li>• Alignment between resources and outputs</li> <li>• expectations clarification and easy appraisal of impacts</li> <li>• increase in volunteer programme resources and awareness</li> <li>• knowledge of needs and opportunities.</li> </ul>

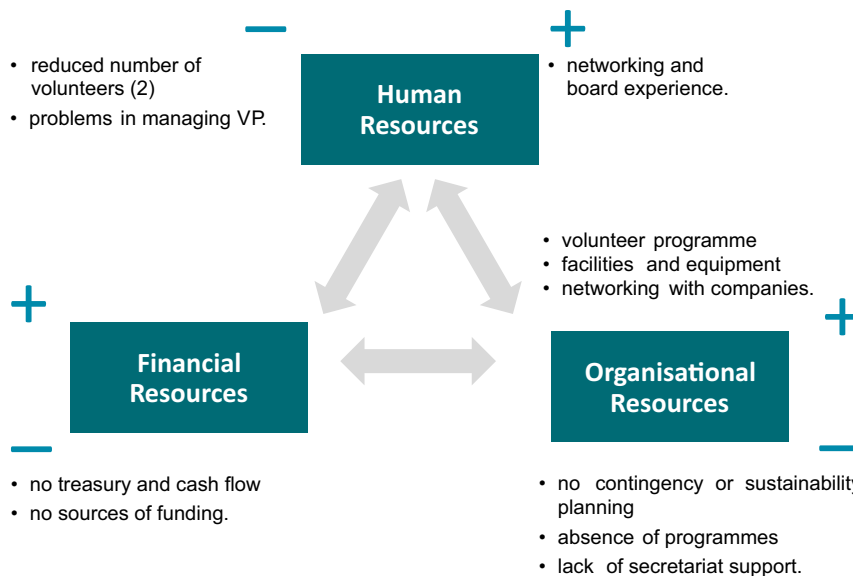
# Phase D: Measure available resources: organisational, staff and financial

## Highlights:

When building the volunteer programme, make sure the necessary resources to sustain volunteering activities are available. Volunteers are unpaid but that doesn't mean they are cost-free. You will need a number of resources to ensure the success of the programme. A resource forecast can also be extremely useful to support future fundraising or partnership negotiation with key stakeholders, see the example below in figure 10.



Figure 9 – Volunteering promoting organisation resources measurement example



## Objective:

The evaluation of resources is not only a checklist procedure. It's of critical importance since any flaw in meeting commitments will be much more amplified than in other sectors.

**At the end of this step the volunteer programme must ensure all commitments and responsibilities can be met and identify internal risks and constraints.**

## How to do this:

- 1• List the activities and organise them by priority and relevance
- 2• measure the amount of resources (legal, human, material and financial) required for each activity
- 3• assign the available resources and identify those activities that are not covered
- 4• identify whether stakeholders can provide missing resources
- 5• return to the previous step and build on common agenda.

Critical success factors	Benefits
<ul style="list-style-type: none"> <li>• Experience in previous volunteer programme</li> <li>• identification of available resources</li> <li>• planning framework</li> <li>• balance between resources and responsibilities.</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge about available resources</li> <li>• knowledge about what resources to raise</li> <li>• operational sustainability and balance.</li> </ul>

# Phase E: Set up goals (SMART) orientated with results-based management procedures

## Highlights:

It's now time to develop and articulate SMART objectives. SMART stands for Specific, Measurable, Attainable, Realistic and Timed.

## Objective:

By now, the volunteer programme's scope should be known, as well as available resources, target group and their needs. Wording objectives is a logical next step.

**At the end of this step you'll be able to tell any target audience what the volunteer programme is addressing.**

## How to do this:

- 1 • Organise information from the previous steps
- 2 • link the volunteer programme's aims to target groups figures, attributes and needs
- 3 • follow SMART procedures and set a maximum three to five objectives
- 4 • review the goals within the volunteer programme team and match them with requirements
- 5 • confirm with the key stakeholders, partners or beneficiary organisations' objectives, feasibility and accuracy
- 6 • list the activities and link them to the formulated SMART objectives.



Critical success factors	Benefits
<ul style="list-style-type: none"> <li>• Organise information</li> <li>• SMART formulation technique</li> <li>• team review</li> <li>• assure coherence.</li> </ul>	<ul style="list-style-type: none"> <li>• Project control, quality, reporting and limits</li> <li>• increase communication capacity</li> <li>• alignment between resources and outputs</li> <li>• easily evaluate results and impact of volunteer programme.</li> </ul>

# Phase F: Negotiate your volunteer programme with the volunteering beneficiary organisation or similar

## Highlights:

Thanks to the previous step, you will already have an initial proposal. Now it's important to consider the programme requirements set out by the volunteering beneficiary organisation. In this guide we don't provide more details as you can find extensive information in the JIVE output 'Building successful partnerships involving volunteers in the Criminal Justice System' (Stichting 180, 2016).



# Step 2: Volunteer engagement



## Highlights:

Volunteer engagement starts with promoting and advertising the volunteer programme and ends with the acceptance or refusal of the candidate. The research on volunteer engagement methods identifies best practices including: using multiple communication channels to organise recruitment, integrating and coordinating recruitment channels in the volunteer programme management; and multi-method application screening when selecting the volunteer.

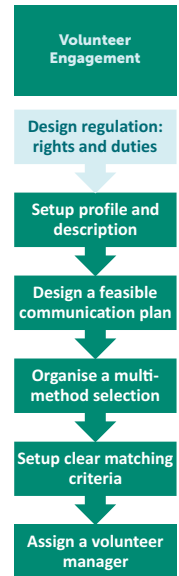
A strong engagement stage will reduce potential dropouts and prevent future failures in volunteer placements. This is key to increasing cost efficiency. Crucially, it will reduce potential conflicts with the volunteering beneficiary organisation.

Many stress the importance of well-motivated volunteers. The engagement stage is critical to achieving optimal volunteering performance. There are several ways of motivating volunteers. The first, obviously, is to get the right people on board. Effective recruitment practices are a good way of doing just that. Our interviewees's responses align with research already undertaken by the JIVE project, which showed a greater integration of standardised traditional recruitment strategies in the voluntary sector. Traditional practice doesn't show that a particular effort is made on recruitment.

Good practice identified around volunteer engagement in the Criminal Justice System includes:

- Design of clear regulations on volunteers' rights and duties
- clarification on what you expect from the volunteer: set up profile and job description
- design of a feasible communication plan
- organisation of a multi-method selection process that allows you to know your volunteer
- set up of clear matching criteria and sticking to them
- assignment of a volunteer supervisor and a volunteering beneficiary organisation coordinator.

# Phase A: Design of clear regulations around volunteers' rights and duties



## Highlights:

Before starting to promote the volunteer programme, it is necessary to have stable and robust regulations, with key information about how to proceed and what is expected, before making this available to interested parties. The volunteer programme needs to make sure it has the most up to date pack on volunteering legislation and regulation. To find out current specific information, search online for the relevant national volunteering organisation at the very least volunteering promoting organisations should identify national, sector and local legislation in force. Internal volunteer regulation must comply and be aligned with these legislative frameworks.

The internal regulation of a volunteering promoting organisation in the Criminal Justice System must cover at least the following:

- The volunteer programme's mission, scope and objectives
- legal framework, national, sector and local
- legal CJS specificities
- fields of action
- exclusion criteria
- roles and responsibilities
- code of conduct
- volunteer rights and duties
- volunteering incentives and benefits
- disciplinary procedures
- include templates, for example, volunteer contract etc.
- the volunteering beneficiary organisation's norms and regulations if applicable and existent.

## Objective:

At each national focal point (contacts at the end of this guide) readers can find helpful support to draft volunteer programme regulations, which need to be accessible to all. It is mandatory that regulations be part of the induction training and welcome pack.

**At the end of this step all recruited volunteers will have clear regulations to support their role and volunteer programme operational efficiency.**

## How to do this:

- 1 • Study carefully existing laws, norms and regulations
- 2 • if possible, ask for 'in kind' support (could be pro-bono)
- 3 • contact national or regional volunteer organisations to collect existing models
- 4 • draft an initial proposal and discuss it internally
- 5 • ask for stakeholders' review, especially the volunteering beneficiary organisation if applicable and target groups
- 6 • introduce a prototype version with a clear timeline for review
- 7 • engage your volunteers on the final review
- 8 • annually review legislation and maintain close contact with local/national infrastructure organisations.

## Things to be aware of:

There will be a large number of specific rules and eventualities the volunteers must be prepared for. For instance, it may be mandatory to disclose criminal records or to provide information about relatives. As volunteers rely on volunteering promoting organisations' regulations, the volunteer programme must make an effort to capture all volunteering beneficiary organisation (if applicable) or environment specifics. This can mean that the volunteer programme should prepare volunteers to act appropriately, in instances of prison lock downs, when dealing with inmates' requests or when receiving a request from a domestic violence victim to contact the offender. Always try to work together with the VBO or with community providers and leaders to ensure that what is written in the volunteer code of practice is up to date and relevant.

Critical success factors	Benefits
<ul style="list-style-type: none"> <li>• Alignment with legal framework</li> <li>• holistic validation</li> <li>• openness to peer review and improvement</li> <li>• volunteer adherence.</li> </ul>	<ul style="list-style-type: none"> <li>• Structure and organisation</li> <li>• volunteer promoting organisation juridical protection</li> <li>• cost effectiveness.</li> </ul>

# Phase B: Set up volunteer profile and job description

## Highlights:

For efficient recruitment, it is important to agree on what makes a good volunteer. Is it only practical skills or are things such as motivation and passion also part of the necessary qualifications? Before promoting and advertising the volunteer programme, you should clearly set out what is expected from the volunteer and what their profile should be.

## Objective:

Very effective volunteer organisations are those where each volunteer can clearly see what is expected of them. Being mindful of the complexities of the CJS and demands of the environment can definitely benefit the volunteer programme in terms of clarity on volunteering expectations and volunteer profile.

**At the end of this step all recruited volunteers will have clear regulations to support their role and volunteer programme operational efficiency.**

## How to do this:

- 1 • Create a job description, including position, support schemes (costs covered, etc.), skills, personal profile (if applicable) and experience
- 2 • set the volunteer psychographics and sociographics variables<sup>7</sup>, for example, persistent, male, aged between 18 and 23 years, economics student and previous experience in volunteering
- 3 • list all necessary skills and corresponding behaviours, attitudes and knowledge (see chart 9 and the JIVE output CJS Volunteer Profile Framework, (Aproximar, 2016))
- 4 • follow the communication plan actions or create them (see the following step in this section).

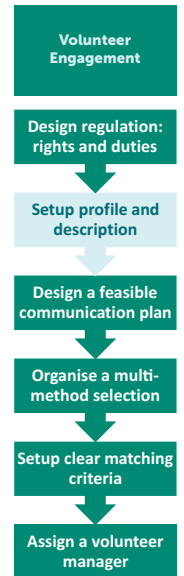
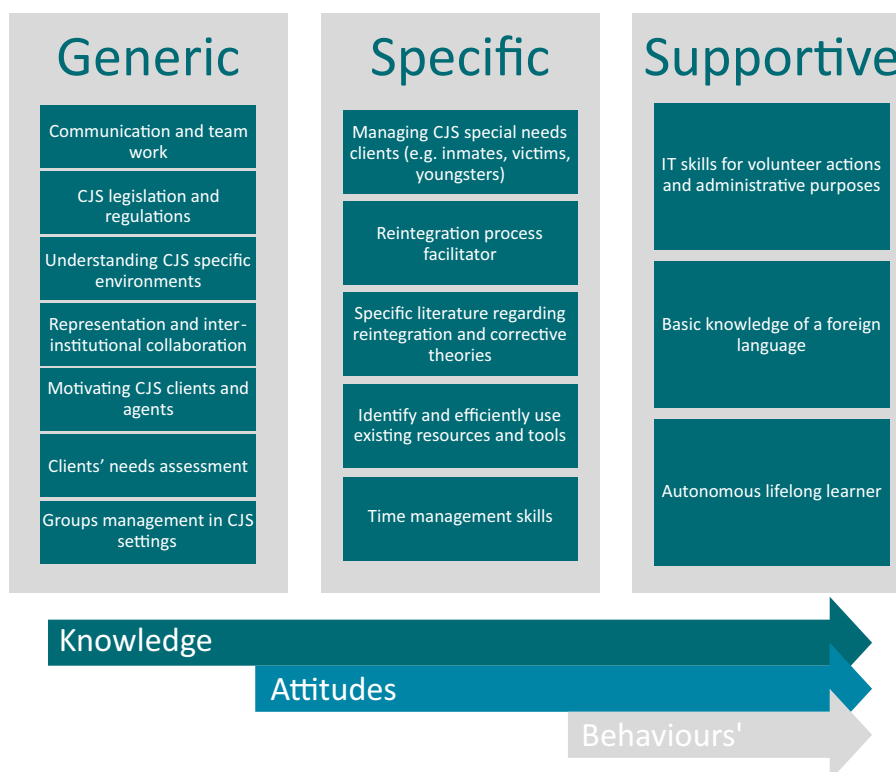


Figure 10 – CJS Volunteer Competencies Framework



<sup>7</sup> Please read the 'things to look out for' fields for clarification on examples given, mainly in terms of ensuring non-discrimination on volunteering recruitment.

Depending on the specifics of the country, this figure can be added to. During the training programme pilots of the JIVE project, this framework was enlarged at the request of the Portuguese Prison and Probation Directorate and also BAGázs (project partner), to include better coverage on sector interventions, namely in prison settings and young people under community orders.

## JIVE case study

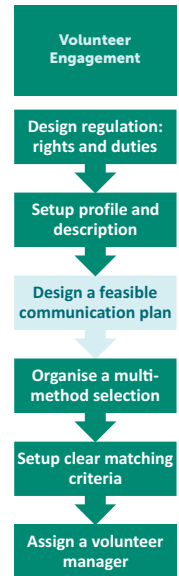
Following research to develop the CJS volunteer profile framework, a wide range of competencies were identified, (Aproximar, 2016). The list of competencies is far from being closed but definitely can be of use when identifying volunteer work requirements. This document has been organised into generic, specific and supportive competencies. Each competency is divided by knowledge, attitudes and behaviours.

### Things to be aware of:

- 1 • when writing a volunteer job description, you should take into account not only actions and activities, but also the relevant skills, knowledge, attitudes and behaviours expected from the role.
- 2 • it is also necessary to comply with discrimination legislation. The volunteer profile shouldn't discriminate against candidates on the grounds of ethnicity, gender, age, sexual orientation, religion, disability or any other characteristic that is not related to the aim and scope of the volunteer programme. Of course, not everyone can gain access to a prison, or provide support to child and adult victims of abuse.

Critical success factors	Benefits
<ul style="list-style-type: none"> <li>• Top management commitment</li> <li>• participative volunteer profile framework definition</li> <li>• clear volunteer profile and job descriptions</li> <li>• matching between profile and activities.</li> </ul>	<ul style="list-style-type: none"> <li>• Maximise your investment on volunteering</li> <li>• create a vision of the volunteer profile</li> <li>• recruitment accuracy 'get the right volunteer'</li> <li>• adjusted expectations, volunteers and volunteering beneficiary organisation know what to expect</li> <li>• easy results and impact measurement, alignment between volunteer activity and evaluation.</li> </ul>

# Phase C: Design a feasible communication plan



## Highlights:

A communication plan details how you intend to promote and advertise your volunteer programme. 'Design and Delivery of Volunteering in the Criminal Justice System' (Aproximar, 2015)<sup>8</sup> findings show that on average, each organisation uses at least two different channels. The most frequently used channels by far are those related to direct contact - direct marketing followed by word of mouth and networking. Only a third of organisations use media advertisements as a recruitment channel and specific volunteering channels, namely local volunteer centres and volunteer websites.

## Objective:

It is very important to focus your communication in line with your resources and opportunities. It is not about communicating to everyone about everything but rather about being efficient and effective.

**At the end of this step you should have an adjusted communications plan, and have properly identified what, for what, to who, where, how, channel and owner.**

## How to do this:

- 1 • Start by searching for and selecting a communication template (available online)
- 2 • adapt to your actual needs, don't just copy or use what you have selected
- 3 • make sure your messages (what) are aligned with the volunteer programme and the right channels are used to reach your volunteer target group (who)
- 4 • fill the gaps and discuss with your management team
- 5 • ensure that you have a monitoring system to evaluate how the volunteers applied for your roles
- 6 • review and re-plan annually if you meet your goals (for what).

Following the research to develop the CJS volunteer profile framework, a wide range of competencies were identified., (Aproximar, 2016). The list of competencies is far from being finite but definitely can be of use when identifying volunteer work requirements. This document has been organised into generic, specific and supportive competencies. Each competency is divided by knowledge, attitudes and behaviours.

Make all stakeholders aware of the following as a base line communications plan.

**Figure 11 – Volunteering Promoting Organisations recruitment process - communication plan fields**

Duration		Content	Objective	Audience			Place	Channel	Communication action	Owner
when		what	for what	who	figures	reach level	where	how	promotion or advertisement	
start	end	synthesis of the message	message aim	target groups	quantity	local, regional, national	Information access	Means of spreading information	type: direct marketing, social media, etc..	frequency

<sup>8</sup> Design and Delivery of Volunteering in the Criminal Justice System (Aproximar, 2015)

## JIVE case study

According to 'Practice Exchange Framework' (Aproximar, 2015) results, the most important channels of communication for recruitment are word of mouth, social networks such as Facebook and website advertisements. Some institutions also say that using case studies or stories of change thanks to the programme is effective.

Management of recruitment communication channels varies among volunteer programmes. In some cases the responsibility is given to the programme co-ordinator, volunteer co-ordinator or even to experienced volunteers, while in other cases the responsibility lies in the realm of a dedicated communications department or manager.

The JIVE project used several channels of communication but the most important was referral from umbrella or beneficiary organisations. Who you approach will, of course, depend on your organisation's profile, recognition and links to volunteer networks.

### Things to be aware of:

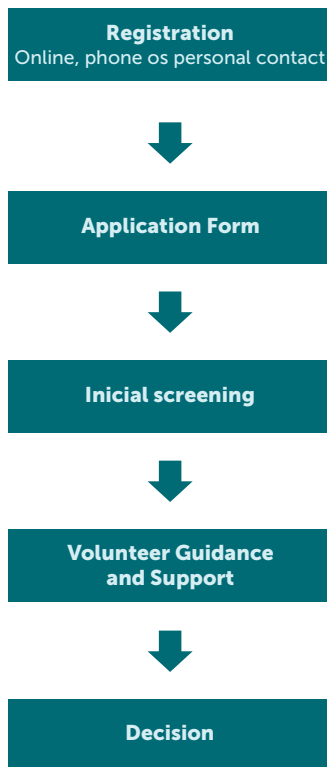
Be aware of the importance of designing a feasible communications plan or strategy. It is better to invest in two channels that work, as most volunteer programmes seem to do, than design an unworkable communications plan. Many organisations and programmes seem to have developed their approach through a trial and error process, where they progressively adjusted their communication strategy to get this best results.

### Don't launch your communication plan/strategy before preparing for the other steps.

Critical success factors	Benefits
<ul style="list-style-type: none"> <li>• Efficient planning and resources allocation</li> <li>• accuracy in defining the audience and place</li> <li>• design appealing communications to tease curiosity</li> <li>• network in the right environment and produce good word of mouth.</li> </ul>	<ul style="list-style-type: none"> <li>• Adjust communication efforts to resources</li> <li>• identify the right channels and recruitment sites</li> <li>• promotion and recognition increase to all stakeholders and potential volunteers</li> <li>• address the right recruiting audience.</li> </ul>



# Phase D: Organise a multi-method selection process to get the right volunteers



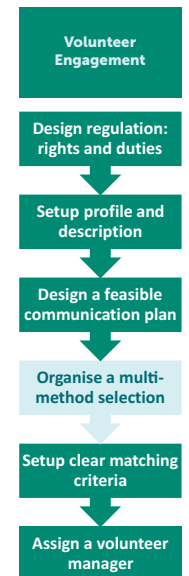
## Highlights:

A well skilled but badly motivated volunteer can do more harm than a badly skilled well motivated one. In the context of criminal justice, volunteers deal not only with complex, but also with ambiguous, situations. Selection of volunteers is a critical milestone in the volunteer programme management cycle.

The basis of good practice is a multi-method selection process. This could mean having two individual interviews by different people, or a self-assessment survey followed by a face to face interview, or an interview and a short observation period. Combinations are up to the volunteer programme, but selection must be multi-method.

Evidence collected during the JIVE project suggests that volunteering promoting organisations don't place strong emphasis on volunteer selection. Volunteer application screening processes mostly rely on simple forms that may not be creative enough. When applying for a volunteer position, possible candidates generally register electronically via email or website, or by telephone or personal contact at the organisation's premises. The application is usually formalised through an application form, package or dossier. Following the application, all analysed volunteer programmes have an initial screening to assess applicants' minimum requirements. The process then usually proceeds with an interview, which in most cases is individual. Other screening practices may include short training or observation periods, work assignments/tests or even a final interview.

In most cases, the responsibility of volunteer selection lies with a single person, which is not good practice. It generally lies with a programme co-ordinator, supervisor or director, although in some cases the decision may involve other parties, reducing biased appraisal.



## Objective:

Besides the costs of co-ordinating, supporting and dealing with legal issues, volunteers can also impact on organisational image and recognition. Recruitment is a critical process and should be dealt with accordingly.

**At the end of this step the volunteer programme should have a recruitment process fully configured to help with selecting volunteers.**

## How to do this:

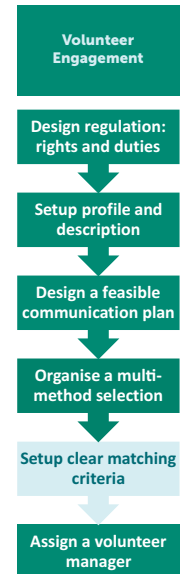
- 1 • All previous steps must be completed
- 2 • please map out your process
- 3 • identify all required forms and templates, and associate them to the process stages
- 4 • select at least one combination with two different moments for screening procedure
- 5 • ensure that you have at least two opinions for recruitment (what costs now can benefit you later)
- 6 • prepare the decision communication in advance and provide responses to those selected or rejected.

## Things to be aware of:

Almost all interviews assessed volunteers based on skills as well as on motivation. Having a personal or a higher goal is an important guide for motivation. Assessing motivation does not stop after recruitment. Some interviewers said that the best way of ascertaining the motivation of a volunteer was to observe him/her at work.

Critical success factors	Benefits
<ul style="list-style-type: none"> <li>• Recruitment network</li> <li>• profile and job description accuracy</li> <li>• multi-method approach</li> <li>• joined up selection decision.</li> </ul>	<ul style="list-style-type: none"> <li>• Right volunteer to the volunteer action</li> <li>• increase retention probability</li> <li>• increase cost efficiency</li> <li>• address the right recruiting audience.</li> </ul>

# Phase E: Set up clear matching criteria and stick to them



## Highlights:

The field research inside 'The role and value of Volunteers in the Criminal Justice System: A European Study', (Clinks, 2015) and 'The Design and Delivery of volunteering of the Criminal Justice System', (Aproximar, 2015) showed that role descriptions tend not to exist. Only a few programmes appear to engage in a matching process between designated volunteers and placement agencies (two cases) or with tasks. Volunteer programmes are pressured to place the volunteer immediately after selection - this is a common problem. Before placements are made volunteering promoting organisations need to make sure all matching criteria are met and that the volunteering beneficiary organisation and/or target groups (for example community and family) perceive the volunteer as matching the established criteria. To meet this objective, the selection results should be presented to the volunteering beneficiary organisation (if applicable) and jointanalysis of applicants' suitability should take place.

## Objective:

Matching the volunteer with the volunteering beneficiary organisation and/or target group is not only about relating statistical, academic or personal criteria, it is also about ensuring the volunteer will have the conditions to perform properly and get the support he/she needs.

**At the end of this step the volunteer programme should have a procedure to match the volunteer offer criteria and volunteering candidate profile.**

## How to do this:

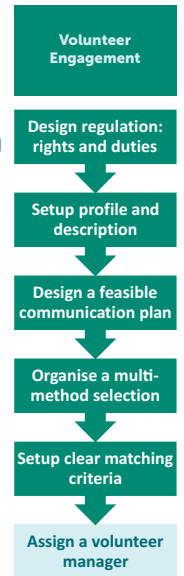
- 1 • together with the volunteering beneficiary organisation or, if appropriate, the target groups, create a criteria hierarchy, for instance: volunteering areas, psychographics, sociographic, legal, skills, attitudes, knowledge and behaviour, interests, and motivation
- 2 • collect data in the application form (must be aligned to collect all necessary data)
- 3 • confirm collected data and compare against criteria
- 4 • analyse and provide a selection or rejection answer
- 5 • make sure the applicant is received or interviewed by the volunteering beneficiary organisation or by those in the target group
- 6 • monitor volunteers more frequently and closely in the first one to three months

## Things to be aware of:

The volunteer programme must strictly follow matching criteria, job description and volunteer profiles. The volunteer programme team should select only those volunteers that meet the pre-established criteria. The selection decision is the last step before volunteer placement into activities, meaning it will be time to support and follow the volunteer. A bad selection can have unpredictable consequences on recruitment process cost in terms of time, resources and reputation of the programme. The volunteer programme must also always inform applicants who have been declined. This should be even clearer than acceptances. The applicant should understand the reason for the refusal, which probably has to do with their volunteer profile and job description.

Critical success factors	Benefits
<ul style="list-style-type: none"> <li>• Joined up matching criteria development</li> <li>• loyalty and commitment with established criteria</li> <li>• integrative process and close initial monitoring</li> <li>• joined up decision making.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased retention probability</li> <li>• higher satisfaction both from volunteering promoting organisations, volunteers and target groups</li> <li>• faster integration and coordination process.</li> </ul>

# Phase F: Assign a volunteer manager and a volunteering beneficiary organisation<sup>9</sup> coordinator



## Highlights:

After the selection process, the placement of volunteers in workplaces is generally accompanied by the designation of a local co-ordinator who oversees volunteer activity. The supervisor and the volunteer programme co-ordinator in most cases can be the same person. If this is the case it is important that another person from the organisation can act as counsellor. In the volunteering beneficiary organisation there may be no co-ordinator assigned but you need to make sure someone takes the responsibility of being the contact point.

For more information on volunteer programme coordinators please consult 'Building successful partnerships involving volunteers in the Criminal Justice System' (Stichting 180, 2016).

## Objective:

The first step in a positive welcome and induction for volunteers is to know the person with whom they can communicate and ask for help. The initial meeting with the volunteering promoting organisation supervisor is of major importance.

**At the end of this step the volunteer will clearly know who and when to contact and what situations must be reported.**

## How to do this:

- 1 • Make sure this is negotiated in previous steps
- 2 • establish the communication protocols
- 3 • frequently check and talk with your placed volunteer
- 4 • make sure the volunteering beneficiary organisation has a contact person (if appropriate).

## Things to be aware of:

It is very important that the volunteer knows who to turn to, and also that the volunteer programme supervisor and the volunteering beneficiary organisation coordinator communicate easily. The initial meeting can happen simultaneously with volunteer matching or during other steps, but it must happen no matter what.

Critical success factors	Benefits
<ul style="list-style-type: none"> <li>• Effective communication between parties</li> <li>• coordination on operations and monitoring</li> <li>• assigned coordinator and supervisor</li> <li>• accessibility to communication channels and tools-</li> </ul>	<ul style="list-style-type: none"> <li>• Higher commitment</li> <li>• higher satisfaction from all: volunteer, manager, volunteer programme co-ordinator and volunteering beneficiary organisation</li> <li>• increase retention probability.</li> </ul>

<sup>9</sup>VBO doesn't represent only Volunteer Beneficiary Organisation, it can also stand for community or any target groups intermediary

# Step 3: Volunteer training

## Highlights:

Field research shows that the majority of volunteer programmes and organisations provide training in formal, classroom-based volunteer training events (21 out of 24) 'The Design and delivery of volunteering in the Criminal Justice System' (Aproximar, 2015). This is positive, but there are programmes that still don't run this type of initiative, or do so in a highly informal manner.

## How to do this:

Below are the steps for delivering effective volunteer induction training:

- 1 • Design your training programme and materials or use an existing learning programme and materials for example, 'Training Toolkit for Volunteers working in Criminal Justice System' (Aproximar, 2016)
- 2 • identify volunteer work requirements
- 3 • measure learning needs and areas
- 4 • design a tailored learning programme and format
- 5 • set up trainers profile
- 6 • organise annual offer.



# Phase A: Design training materials or use existing materials

## Highlights:

'The design and delivery of volunteering in the Criminal Justice System' (Aproximar, 2015) results show that training events are generally held during the induction stage of the volunteering process and focus on training including volunteering/mentoring concepts, practices and ethics, intervention theory, methods and techniques, justice/legal/social services information and protocols, and programme/organisation information. There is little reference to continuous and mostly informal training.

Among the programmes that do run formal induction training for new volunteers many seem not to use training support materials (nine programmes). This is not a positive result since a programme or volunteer workbook, manual or guide (eight cases) or informative/training hand-outs (six) help assure quality, accreditation and certification of materials.

## Objective:

Those who organise training know a great deal of attention should be given to preparation of materials. The development of training materials requires investment and often volunteering promoting organisations can't afford these costs. Often organisations reduce their investment in preparing training materials and use those at hand. The good news is that JIVE made a huge effort in developing training materials and programmes, which you can get from organisations in your country (see the end of this document).

**At the end of this step you want to have the training materials ready to be delivered to your trainees, tailor made and aligned with your stakeholder needs.**

## How to do this:

- 1 • After completing the previous steps you can design a training programme (see Training Toolkit for Volunteers working in the Criminal Justice System', Aproximar, 2016) or go to 'Training toolkit for volunteers working in Criminal Justice System', (2016, JIVE)
- 2 • complete all fields and present them to the volunteering beneficiary organisation and volunteering promoting organisation when appropriate or adjust the existing ones in the JIVE training toolkit
- 3 • fill in the session plans, depending on the training format (blended, class or e-learning), defining the learning objectives, agenda, activities, methods and resources required (see Training Toolkit for Volunteers working in the Criminal Justice System', Aproximar, 2016)
- 4 • develop the materials, taking advantage of existing ones and creating activities instructions (if not already designed)
- 5 • for trainees, provide:
  - training programme (full packages, different modules or just one)
  - session agenda
  - presentations
  - exercises
  - assignments
  - all other kind of training materials (videos, for example)
  - administrative documents e.g. training contract, evaluation sheets, etc.

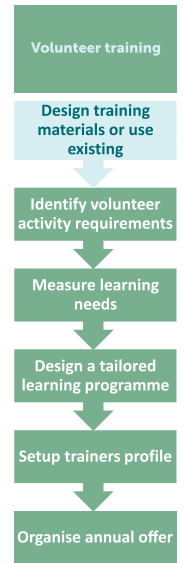
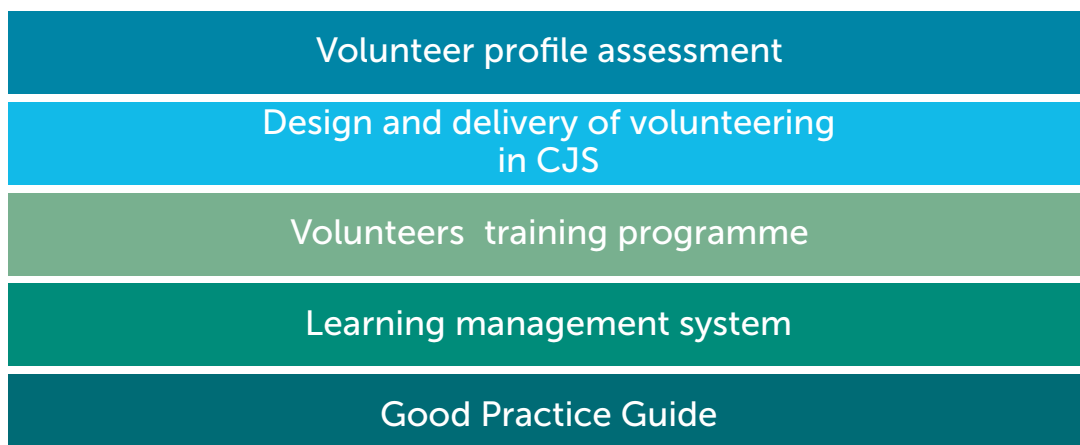


Figure 12 – JIVE Volunteer Training Toolkit

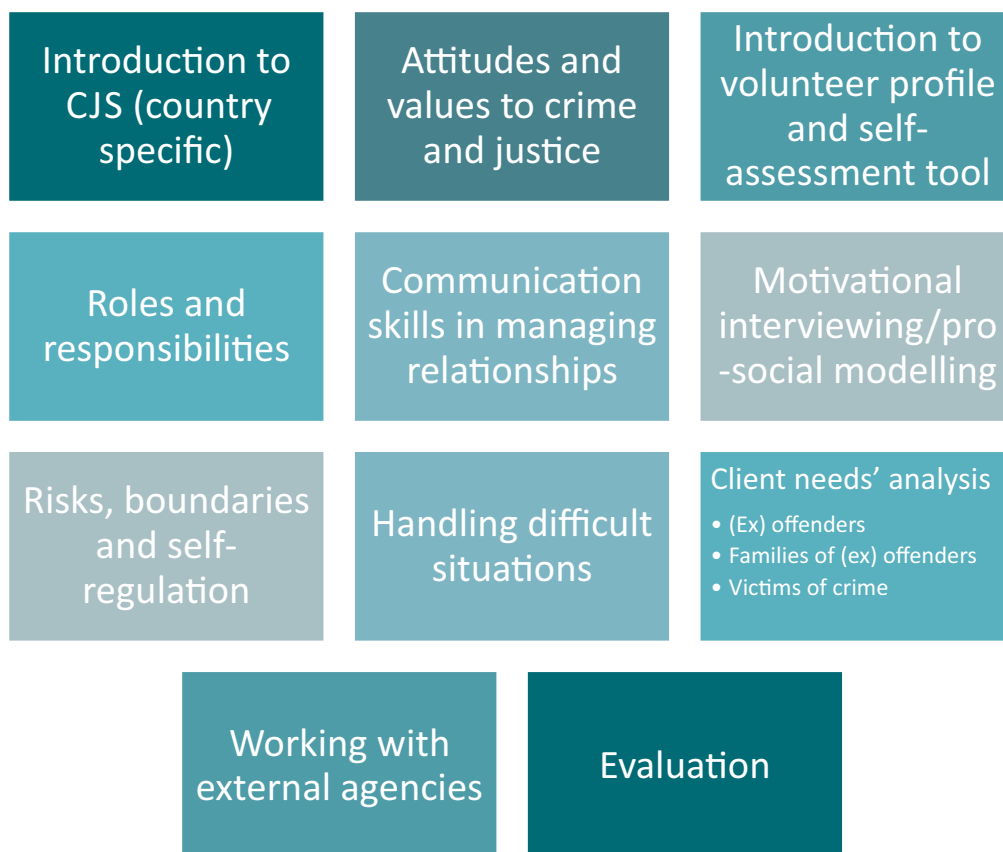


## JIVE case study

During the JIVE project, a learning programme organised into 12 different modules (including the welcome session) designed the JIVE Training Toolkit. The learning programme is divided up into building blocks. Each block can be used individually or in conjunction with any of the other blocks enabling trainers to configure tailored training for volunteers. By tailored we mean training based on volunteers' learning needs, which are captured by following previous steps. Using this resource, a training provider can deliver a full package aimed at new volunteers or a combination of modules to support volunteer development or refresher courses. The training varies in duration from six hours for one module to 70 hours for the full programme.

Good practice is to tailor any training to the volunteers in question, including the training strategies. You should also focus on exposure to theory presentations using e-learning and more interactive and experience-based strategies in class sessions. The JIVE findings show that volunteers value interaction and experience exchange more, but for the volunteering beneficiary organisation it is very important to ensure volunteers are fully prepared in terms of CJS specific knowledge, behaviour and expected attitudes. The proposed programme should as far as possible balance these expectations.

Figure 13 – JIVE Training Toolkit Modules



Critical success factors	Benefits
<ul style="list-style-type: none"> <li>• Coordination and operations</li> <li>• training management experience</li> <li>• trainer selection</li> <li>• learning management system.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased training impact</li> <li>• increased trainee satisfaction</li> <li>• alignment between training offer and needs</li> <li>• capacity to offer continuous training.</li> </ul>



# Phase B: Identify volunteer activity requirements

## Highlights:

Identifying volunteer activity requirements should be done by the volunteering promoting organisation and volunteering beneficiary organisation during the early stages of the volunteer programme design, especially in terms of exclusion criteria, and criteria that are mandatory for the volunteering beneficiary organisation. It is one of the steps for fine-tuning the volunteer profile. At this point the volunteering promoting organisation and volunteering beneficiary organisation should be focused on the competencies or skills required to perform the volunteer activities - see 'JIVE Volunteer Profile: volunteer competencies framework' (Aproximar, 2015).

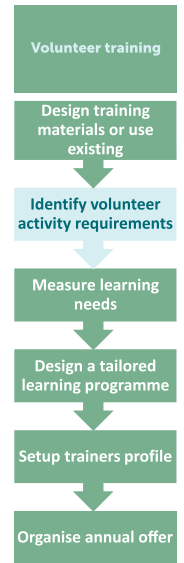
## Objective:

Volunteering activities within the CJS can vary substantially. After clearly identifying your Volunteer Programme's field of action it is very important to identify work requirements. For example, supporting families outside prison in the community is very different to providing support inside the prison through mediation.

**At the end of this step the volunteer programme should be able to define the skills, knowledge, behaviours and attitudes volunteers need.**

## How to do this:

- 1 • Detail your activities into tasks
- 2 • create the job description
- 3 • allocate required skills to tasks and job description
- 4 • classify skills by order of importance.



**Figure 14 – CJS fields of intervention – Prison Services example**



## JIVE case study

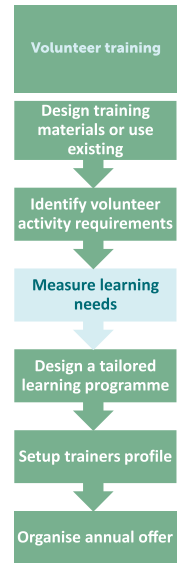
As already mentioned, during JIVE six pilots in four EU countries were implemented. One of the first steps training organisers went through was the identification of volunteers' work requirements. This was done in partnership with the top management of the volunteering beneficiary organisation, with the exception of Hungary where volunteering promoting organisation and volunteering beneficiary organisation are the same. This initial step allowed volunteer programmes to identify skills to target.

During the JIVE project 91 volunteers did the volunteer profile self-assessment before and after the training and results show this method was effective. See the pilots implementation report for more information. It appears that there isn't any kind of initial self-assessment based on skills knowledge, attitudes and behaviour like the one applied in the JIVE project. This means that volunteering promoting organisations don't get feedback from volunteers about their readiness and skills.

## Things to be aware of:

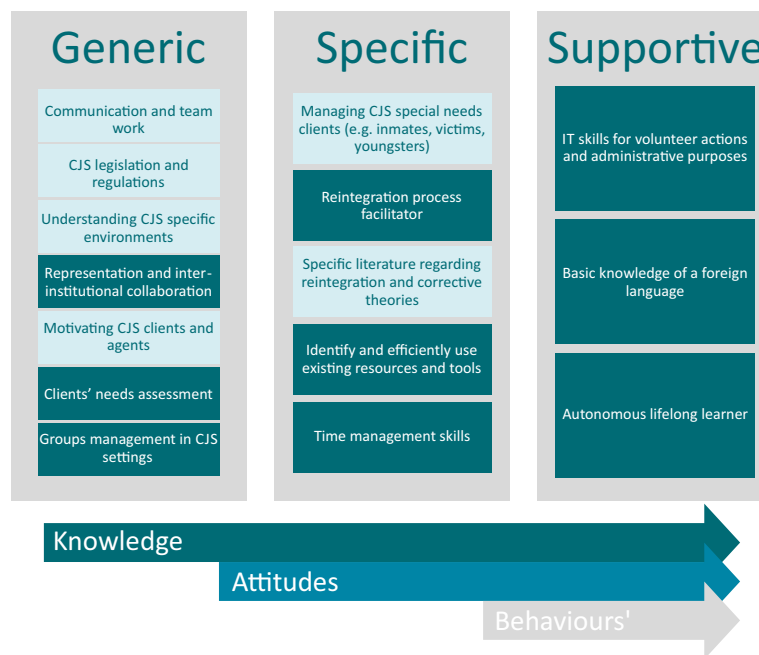
The JIVE research shows that these kinds of steps aren't common in the CJS volunteering context. It is strongly advised to run pilots first and get feedback from participants before scaling up. Find a volunteering promoting organisation or volunteering beneficiary organisation open to innovation and after implementing a pilot advertise the results among all others stakeholders. Of course, the innovation might be done using an umbrella organisation then all you have to be concerned with is delivering good practice.

Critical success factors	Benefits
<ul style="list-style-type: none"> <li>• Customisation of the training offer</li> <li>• openness to innovation and familiarity with it</li> <li>• communication with all stakeholders</li> <li>• planning and control.</li> </ul>	<ul style="list-style-type: none"> <li>• Target needs rather than deliver materials</li> <li>• tailor-made training</li> <li>• increase commitment of participants</li> <li>• increase the value delivered to all stakeholders.</li> </ul>



# Phase C: Measure learning needs

Figure 15 – Volunteer competencies selection example



### Highlights:

One of the biggest benefits of the volunteer profile framework is that you can create tailored self-assessment surveys to be filled in by volunteer applicants. Whilst the indicators are standardised, the learning needs still need to be identified.

If the previous steps have been completed then you will already know which competencies the volunteers need to have. Now the competency indicators can be selected, and the survey created and sent to all volunteers.

This survey will help volunteers to understand what is expected and reflect on what skills they might need to develop. Volunteer promoting organisations shouldn't get worried if volunteers seem over confident because this tool will give clear insight into the learning needs to be addressed.

### Objective:

After identifying what is required for volunteers to develop, you can assess them. This is a very important step in enabling the training provider to develop tailored training.

**At the end of this step the training provider should have a map of volunteers' skill levels, providing key insights to training providers.**

### How to do this:

- 1• Select the skills and the corresponding indicators
- 2• create the self-assessment using the online tool or the volunteer profile framework physical survey
- 3• send it to all trainees (volunteers)
- 4• collect and analyse data
- 5• send data to training providers
- 6• run the same survey again at the end of the training, compare it and share it.

## JIVE case study

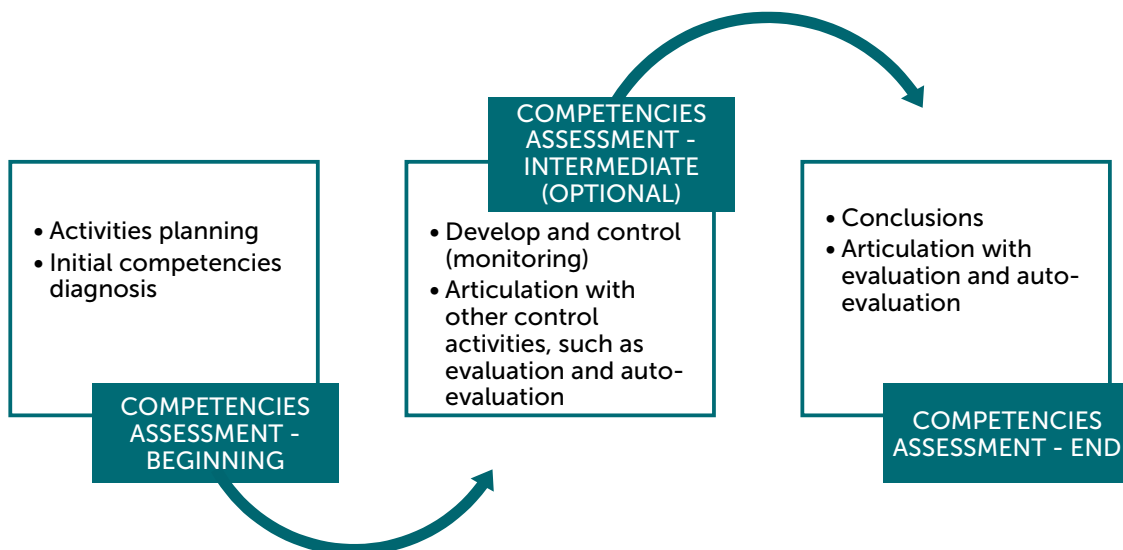
During the JIVE project it was possible to pilot a test using both online and in person surveys. In Portugal, they used an online survey and in Romania a physical one. It was possible to send the online survey via email, reducing costs, but the downside was having to follow up responses and contact trainees if they hadn't answered.

During the JIVE project the research resulted in the identification of several CJS transversal learning areas aligned with the volunteer profile framework.

These are in fact transversal fields and need to be adjusted or be delivered by a specialist trainer if your volunteer programme is focused on specific target groups such as:

- foreign nationals
- young adults
- juveniles
- older people
- women
- disabilities
- ethnic minorities
- health issues
- LGBT
- sex offenders
- families
- victims

Figure 16 – Measuring learning process



### Things to be aware of:

It is important to monitor and track the impact of the training. Literature shows that effective training can increase participation, commitment and retention.

It is important to make this self-assessment count – you should ensure trainees are aware of its objectives. It's preferable that the organisation that applies and deals with the data from self-assessment is external to the beneficiaries (volunteering promoting organisation or volunteering beneficiary organisation). They should have access to the statistical results. Inform volunteers about the possibility of disclosing individual responses for the purpose of understanding what information and training we should provide to them. Our experience shows there is no problem doing this.

Critical success factors	Benefits
<ul style="list-style-type: none"> <li>• Communication volunteering promoting organisation or volunteering beneficiary organisation</li> <li>• coordination of partnerships</li> <li>• training management experience</li> <li>• IT tools: research and internet access.</li> </ul>	<ul style="list-style-type: none"> <li>• Target needs rather than deliver materials</li> <li>• increase participants' commitment</li> <li>• increase the value delivered to all stakeholders.</li> </ul>

# Phase D: Design a tailored learning programme

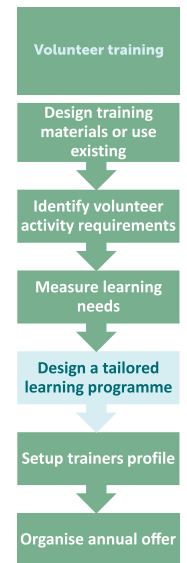
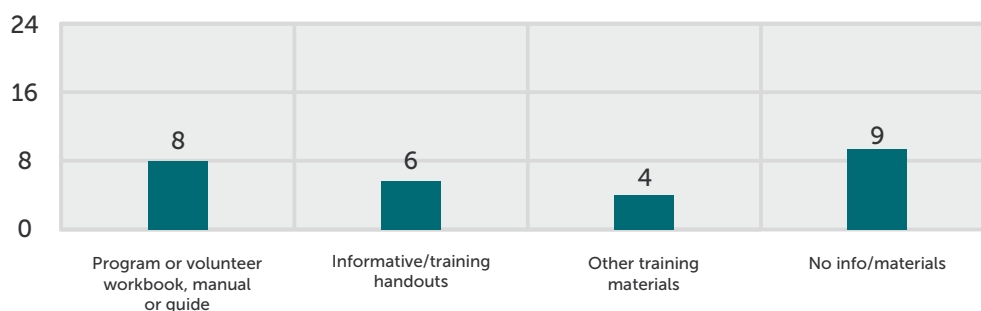


Chart 2 – Volunteer induction training support materials (N)



Source: Practice Exchange Frameworks, 2014

## Highlights:

The most common format for induction training is in the traditional classroom-based setting 'Design and delivery of volunteering in the Criminal Justice System' (Aproximar, 2015).

When we talk about training strategies the offer from organisations working within the CJS usually resembles a classroom-based format. There is more focus on traditional strategies such as presentations/lectures (19), followed closely by case studies (15), role-plays/simulations (12) and discussions/debating/brainstorming (11) in 'Design and delivery of volunteering in the Criminal Justice System' (Aproximar, 2015).

## Objective:

Volunteering promoting organisations don't just want to deliver training, they want to deliver an experience that volunteers will never forget. The training is the opportunity to motivate, commit and extend the loyalty and satisfaction of volunteers towards the volunteering promoting organisation. Use this opportunity wisely and deliver what volunteers, volunteering promoting organisations and volunteering beneficiary organisations really need.

**At the end of this step the volunteering promoting organisation should have a training programme tailored to a specific group of trainees and aligned to volunteering promoting organisations and volunteering beneficiary organisations' expectations and needs.**

## How to do this:

- 1• Analysis of self-assessment results
- 2• engage with volunteering promoting organisations and volunteering beneficiary organisations and fine-tune their expectations and needs
- 3• select suitable training modules
- 4• engage with trainers and show them the results
- 5• fine-tune session plans, materials, exercises and learning paths
- 6• conclude all logistical arrangements (venue, rooms, transportation, etc.) and administration (registrations, contracts, presence sheets, training package, etc.) according to training format - blended, class or e-learning.

## JIVE case study

From the experiences of the JIVE project we identified five stages that all training providers should follow when offering training to volunteers (you can see more details in 'Training toolkit for volunteers working in Criminal Justice System' (Aproximar, 2016) and in 'JIVE volunteer training in CJS - pilot evaluation report' (Aproximar, 2016):

Volunteer profile	Self-assessment configuration	Training contents selection	Action training organisation	Supervision and evaluation
<p>Use the volunteer profile framework:</p> <ul style="list-style-type: none"> <li>Identify activities volunteers will perform</li> <li>Identify required skills: knowledge, attitudes and behaviours</li> </ul>	<p>Based on defined profile:</p> <ul style="list-style-type: none"> <li>Self-assessment survey configuration</li> <li>Analyse knowledge, attitudes and behaviours self-awareness</li> </ul>	<p>Based on the self-assessment results:</p> <ul style="list-style-type: none"> <li>Select the suitable training modules</li> <li>Fine tune session plans, materials, exercises and learning path</li> </ul>	<p>Training delivery:</p> <ul style="list-style-type: none"> <li>Online theoretical contents</li> <li>Exercises, role plays in class session</li> <li>Volunteering action plan development</li> </ul>	<p>Measure results and impacts:</p> <ul style="list-style-type: none"> <li>Ex-post self-assessment fill</li> <li>Analysing training effectiveness</li> <li>Volunteering supervision</li> <li>Impact assessment</li> </ul>

This training process was tested in four European countries - Hungary, Italy, Portugal and Romania with significant success. The evaluation from trainees, volunteering promoting organisations, volunteering beneficiary organisations and other stakeholders shows this kind of training is the future when preparing volunteers in the CJS.

Aproximar developed some partnership work with General Directorate of Portuguese Prison and Probation Services, DGRSP, as part of the JIVE project. This collaboration, alongside increasing knowledge about volunteering in prisons, allowed access to the national network of promoter organisations of prison volunteering and volunteers, volunteering managers and central management.

The co-work with DGRSP is the first step towards recognition of the training toolkit. It was presented to central management experts who analysed it and gave feedback on corrections and adjustments.

Due to time constraints, Aproximar and DGRSP held pilot training in three places, Lisbon, Leiria and Oporto. Each session lasted a day and covered two modules that could be selected from a choice of four. The choices were introduction to the Portuguese CJS; roles and responsibilities; motivational interviewing; and risks, boundaries and problems in prison settings. The modules were chosen according to the training needs of participating volunteers, based on the analysis of the pre-self-assessment of competences. DGRSP also appointed experienced staff from Portuguese prison services to co-conduct pilots with trainers - a prison assistant director, a volunteering manager, and a prison guard.

The modules are selected having into account the needs of:

- The beneficiary organisation
- The promoter organisation
- The volunteers profile

We present alongside one possibility

After the selection of the suitable modules, it's the moment to perform a training ...



### Things to be aware of:

To tailor the training you need to ensure all stakeholders' perspectives are taken into consideration, and this requires preparing it based on multiple sources, of which volunteer self-assessments is an example. Make sure you organise the training within a considered timeline to avoid moving too fast and losing critical information.

Also don't forget to plan the training organisation logistics and administration in advance as it is important that trainees feel it has been well organised.

Critical success factors	Benefits
<ul style="list-style-type: none"> <li>Training management experience</li> <li>new product development experience</li> <li>operations and coordination</li> <li>partnership and networking</li> <li>research and IT tool.</li> </ul>	<ul style="list-style-type: none"> <li>Identify improvement actions in the training</li> <li>verify users' (volunteers, trainers) acceptance level</li> <li>evaluate added value</li> <li>improve training offer before dissemination to other organisations.</li> </ul>

# Phase E: Set up trainer's profile

## Highlights:

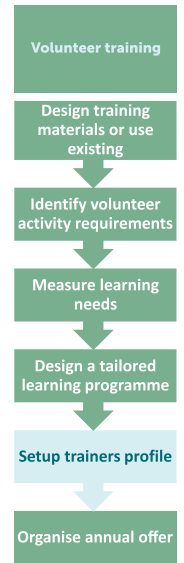
Ideally, trainers will have knowledge and experience both in the subject and training techniques, but it can be difficult to combine these. The research 'Design and Delivery of Volunteering in the Criminal Justice System' (Aproximar, 2015) shows volunteering trainers generally hold knowledge and experience on the CJS volunteering training subjects but not certified knowledge and experience in learning pedagogy. So the requirement to be included in CJS volunteering trainer profile should be trainer certification/accreditation or formal qualifications in the subject matter and soft skills/social skills.

## Objective:

All stakeholders must have confidence in, and a positive response to, the trainer, who combines teaching experience with relevant technical knowledge and experience.

## How to do this:

- 1• Establish a job description and profile in line with the tailored training programme
- 2• at the start go through general recruitment requests according to the profile at your volunteering beneficiary organisation and/or other stakeholders
- 3• evaluate recommended applicants depending on whether they have relevant teaching and criminal justice knowledge
- 4• if yes, proceed to engagement - you can create a database
- 5• in the first training session don't forget to participate and collect deeper feedback
- 6• if not, try to be creative or go to open recruitment - don't forget to get the acceptance of your volunteering beneficiary organisation before ending the selection process.



## JIVE case study

The JIVE project looked at these challenges and can provide some insights. In some of the pilots there was a combination of experienced trainers supported by subject experts. It is easy to find subject experts in the volunteering beneficiary organisations. The subject experts assure experience and knowledge whilst experienced trainers guarantee learning process standards.

## Things to be aware of:

Volunteering promoting organisations value the importance of volunteers' preparation and it is well known that the learning experience can make the difference between it being effective or ineffective. Volunteering promoting organisations can have the most skilled and knowledgeable trainers yet still provide ineffective training. It may be that more than one trainer is needed in order to effectively deliver the programme and organisations should be prepared to support this. Remember that training works as recognition, motivation and commitment for most volunteers.

**Be sure the trainer is someone that is recognised by the volunteering beneficiary organisation or volunteers.**

Critical success factors	Benefits
<ul style="list-style-type: none"> <li>• Coordination of partnership</li> <li>• database management</li> <li>• training management experience</li> <li>• networking and communication.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the training experience</li> <li>• besides training achieve motivational event</li> <li>• ensure quality standards to increase volunteers' perception of added value of training.</li> </ul>

<sup>10</sup>Subject experts is just a label to classify workers from CJS assigned to participate in training

# Phase F: Organise annual offer

## Highlights:

The research in 'Design and delivery of volunteering in the Criminal Justice System' (Aproximar, 2015) shows that training events, on average last up to three days and take up to a maximum of 30 hours. The average number of trainees in the programmes is approximately 18 people. Nonetheless the research also showed a huge standard deviation in these figures. The most important thing is to deliver training and in our view having a strategy for an annual offer of training can help you achieve the best mix between the important factors: motivation, duration, continuity, resources, cost effectiveness and added value. With this in mind we strongly advise the volunteer programme develops an annual offer of short-term training – one-day in the classroom, preceded, where possible, by one or two online sessions of a maximum of six hours in total.

## Objective:

The volunteer programme should take a close look at the self-assessment results and reflect on how to meet all the training needs. An annual programme can be the most effective way to identify all needs and link training with volunteers' motivational strategy. Training can be a very effective opportunity to recognise and motivate volunteers. Thus preparing an annual offer in advance helps in dealing with motivation fluctuations and also provides space for volunteers to interact.

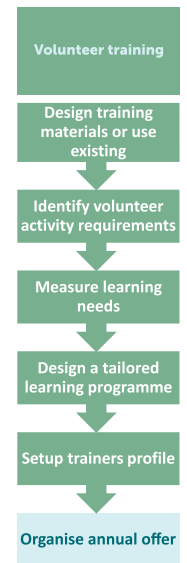
**Look towards an annual training offer. Be open to organise and deliver short-term training that is aligned with the initial self-assessment and the volunteering beneficiary organisation's priorities.**

## How to do this:

- 1 • Together with your volunteering beneficiary organisation identify priorities in volunteering fields, job description and skills required
- 2 • create an initial self-assessment and make it available to all volunteers and analyse the results
- 3 • identify the modules to be delivered, select the training format and review materials
- 4 • identify date and negotiate with potential trainers
- 5 • schedule them for different times of the year reducing duration, but focusing on intensity
- 6 • send 'save the date' warnings to your volunteer database.

## Things to be aware of:

Having a plan doesn't mean you need to be rigid. If any emerging topics or needs pop up don't hesitate to review and adjust your plan.



Critical success factors	Benefits
<ul style="list-style-type: none"> <li>• Planning</li> <li>• coordination</li> <li>• communication</li> <li>• monitoring.</li> </ul>	<ul style="list-style-type: none"> <li>• Cost effectiveness in training preparations</li> <li>• scalability and sustainability</li> <li>• control and coordination</li> <li>• stakeholder satisfaction.</li> </ul>





# Step 4: Volunteer guidance/support

## Highlights:

Volunteer guidance and support starts with volunteer contracts and should last until the relationship ends. 'Design and delivery of volunteering in the Criminal Justice System' (Aproximar, 2015) research shows that most programmes use volunteer contracts, but few develop other workspace guidance tools and benefits in kind. A clear and legal basis will protect all parties involved in delivering volunteering, including volunteering promoting organisations, volunteering beneficiary organisations and volunteers.

Furthermore, monitoring procedures seem to be common. Monitoring is based more on informal feedback than on specific and uniform forms. Another key issue regarding monitoring is regularity and the lack of linkage between evaluation systems. Monitoring must also be linked to recognition and reward to increase motivation and extend volunteering duration over time.

Good practice in volunteer induction/support includes:

- 1 • design guidance and supporting schemes
- 2 • set up monitoring plan: forms and meetings
- 3 • recognise and reward
- 4 • prepare exit and future relationship

Critical success factors	Benefits
<ul style="list-style-type: none"> <li>• Management and supervision</li> <li>• guidance and supporting schemes</li> <li>• monitoring process</li> <li>• reward and recognition.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase effectiveness of volunteer programme</li> <li>• increase volunteer satisfaction and loyalty</li> <li>• increase sustainability and scalability of volunteer programme</li> <li>• increase awareness on results and impact.</li> </ul>

# Phase A: Design guidance and supporting schemes

## Highlights:

The volunteer contract includes everything that binds a volunteer and volunteer promoting organisation. According to the evaluation grid data, most volunteer programmes make use of volunteer contracts (70.2%).

The previously collected data 'Design and Delivery of Volunteering in the Criminal Justice System' (Aproximar, 2015) suggests that, although less common than contract, volunteer programmes also use other methods for guidance, including the assignment of a supervisor/mentor at the volunteering site, counselling and advising events, generally led by staff, peer group or external support, staff presentations, volunteer-client relation monitoring by the programme's organisation, or a probation/trial period. While this information shows programmes are covering a wide number of good practices, it also shows that that some core methods need to be promoted strongly; for instance counselling and advising events.

In terms of benefits in kind to support volunteering, the majority of programmes present some kind of backup for volunteers during their daily work. Most frequently, this support is directed at covering travel expenses or, in fewer cases, meal expenses. Last but not least, programmes seem to emphasise insurance, as in most EU countries this is a mandatory requirement.

## Objective:

Make sure volunteers are monitored properly and receive necessary follow up. If previous steps were followed correctly, you should already have allocated resources for guidance and supporting schemes.

**At the end of this step the team should have a clear guidance plan for all volunteers and also specifics about the supporting benefits you can offer.**

## How to do this:

- 1 • Check if your volunteer contract respects the law of your country and whether it includes all legal clauses and necessary information for all parties
- 2 • evaluate the basic costs a professional would have in each working day - food, transportation, insurance and other, then compare with what was forecasted initially
- 3 • review initial budget if gaps are found in your generic support plan and what is required
- 4 • design other fringe benefits, for instance, resulting from partnership or donors
- 5 • draw a table and add at least the following domains into columns - guidance activity, advantages, disadvantages, frequency, responsibility and observations
- 6 • list all potential guidance activities mentioned above and any others that can fit
- 7 • evaluate each activity advantage and disadvantage, potential frequency, and in observations include adjustments or specifics, for example, a new volunteer would have more frequent meetings with a supervisor
- 8 • resize the initial planned scheme twofold and make sure it is affordable
- 9 • monitor its effectiveness on an annual basis together with key stakeholders
- 10 • personalise guidance scheme to each volunteer.

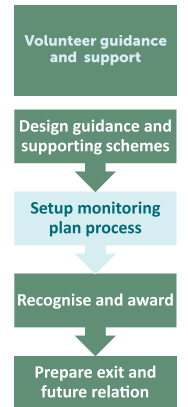
## Things to be aware of:

Look at volunteer law and specific sector laws or regulations. For instance, if the volunteer programme is within a prison setting, before wording the volunteer contract make sure you have consulted prison regulations, penal measures, execution law and you've consulted with the volunteering beneficiary organisation for feedback.

**Please make sure your volunteers have suitable insurance.** This is a must have.



Critical success factors	Benefits
<ul style="list-style-type: none"> <li>• Operations and coordination</li> <li>• evaluation and personalisation</li> <li>• fundraising and networking</li> <li>• coaching, mentoring and supervision.</li> </ul>	<ul style="list-style-type: none"> <li>• Reducing risks and increasing satisfactory experiences</li> <li>• increasing volunteers' commitment and lifecycle</li> <li>• reducing costs with drop-out and volunteer absenteeism.</li> </ul>



# Phase B: Set up monitoring plan

## Highlights:

Most programmes include monitoring procedures to track volunteer progress. This includes regular supervision, monitoring and evaluation meetings and documents, reports and form filling.

The purpose of this is to embed internal control tools and procedures, which are complementary to guidance and supporting schemes. Monitoring should also provide feedback on volunteering results and impact.

A channel between the volunteering promoting organisation and the volunteering beneficiary organisation must also be open at all times, so there is a direct line to coordinate volunteers. Roles and responsibilities need to be clear to all parties. As such, the first phase of planning must be complete along with the organisational chart and all job descriptions perfectly understood by all parties.

## Objective:

Until now we've been focused on volunteer satisfaction, motivation and commitment, not whether the volunteer is being effective and performing in line with the volunteer programme scope, aim and goals, and expectations. Monitoring will give the volunteering promoting organisation and the volunteering beneficiary organisation key information about this topic.

**At the end of this step you should have defined your monitoring points, corresponding agenda, forms and templates with indicators aligned with your volunteer programme objectives, goals and reporting needs.**

## How to do this:

- 1 • Start with the key factors to be monitored, taking into consideration your SMART objectives and identify key performance indicators
- 2 • negotiate with your stakeholders about the information to be collected (standards)
- 3 • develop measurement systems focused on results and outputs to encourage good performance
- 4 • set a data reporting procedure, forms and meetings to make data collection effort-effective
- 5 • balance the created system: optimising control and valuing people
- 6 • compare and take corrective action (scenario planning).

## Things to be aware of:

You may feel tempted to control everything in the volunteer programme, by embarking in a very time-consuming plan. Don't waste resources on unfeasible plans. Focus on what is essential. The volunteer requires time, attention and feedback. The feedback comes from results and outputs and not activities' statistics. If you invest in identifying key performance indicators and balance them with some face-to-face events, for instance taking advantage of training, you'll find that volunteers will feel positively appraised.

Also volunteering promoting organisations and volunteering beneficiary organisations must do everything possible to avoid any misunderstanding when communicating the volunteering plan. If the volunteer is placed in another organisation they must have a clear communication point if any issues occur, to receive advice or just to share information.

Critical success factors	Benefits
<ul style="list-style-type: none"> <li>• Planning and coordination</li> <li>• joined up decision-making (partnership)</li> <li>• efficiency and balance</li> <li>• information and communication</li> <li>• accountability.</li> </ul>	<ul style="list-style-type: none"> <li>• Information and reporting capacity</li> <li>• control over volunteer programme results and outputs</li> <li>• take corrective action</li> <li>• feed critical information into the planning process.</li> </ul>



# Phase C: Recognise and reward

## Highlights:

When volunteers start work, it is important to keep them motivated. We've already highlighted the value of training and also guidance and support to recognise and reward. This next step is focused on the importance of maintaining contact with volunteers, listening to their views, concerns and ideas. What do they experience in the work they do? When volunteers feel that they are really listened to, that they matter, they feel part of the bigger picture. This in turn will motivate them. It not only makes volunteers feel appreciated and valued, it will also provide you with further insight into their work.

Besides that, thank volunteers for the work they are doing. It may seem obvious, but for this very reason it is often forgotten. You can do it personally, by email or text message, or by organising an event, varying from a simple meal to a big celebration. Be creative in thanking volunteers and making them feel valued.

## Objective:

In the CJS volunteers represent a very useful support. By recognising their results and outputs your volunteer programme will reward volunteers for their actions.

**At the end of this step you should have an integrated approach to recognise and reward your volunteers.**

## How to do this:

- 1 • List all recognition activities and strategies - assign responsibilities; training; involve in volunteering beneficiary organisation internal activities; group events and celebrations (for example, volunteering day); publish and report results and outputs; recommendation letters; organise public relations in media; collect testimonials; and so many others
- 2 • attempt to integrate as many rewards as possible in other volunteer programme activities - trainings; guidance and supporting schemes; monitoring events; evaluation and others
- 3 • plan an annual event which should be linked with feedback and evaluation
- 4 • create honorary and ambassador style roles for long-term volunteers.

Critical success factors	Benefits
<ul style="list-style-type: none"> <li>• Integration and frequency</li> <li>• joined up work</li> <li>• communication</li> <li>• event planning.</li> </ul>	<ul style="list-style-type: none"> <li>• Adjust communication efforts to resources</li> <li>• align volunteer programme activities with recognition and rewards</li> <li>• promotion and recognition increase to all stakeholders and potential volunteers.</li> </ul>



# Phase D: Prepare exit and future relationship

## Highlights:

In the research conducted by JIVE, no volunteer promoting organisation referred to a volunteer exit strategy or plan. Since no data was collected, to draw conclusions would be to speculate. The only objective data is that an exit is part of the volunteering cycle so you should expect your volunteer to step down from the programme at some stage. We advise you to go further and be prepared to manage this.

## Objective:

As we've already stated your volunteer can be the best recruiter for your service, so don't let him/her leave without a formal exit.

**At the end of this step you should have a clear exit process defined and clear strategies to be implemented accordingly.**

## How to do this:

- 1 • inform your volunteers about exit procedures and include them in the volunteer contract
- 2 • the first reaction after learning a volunteer plans to leave should be to invite the volunteer to a more private meeting
- 3 • review volunteer registration and file, initial motivation, volunteer relation, results and outputs
- 4 • select the appropriate channel - exit interview, survey, recognition event, recommendation letter, certificate, ambassador or other
- 5 • make sure your channels collect motive and future relationship opportunities
- 6 • in future relations opportunities offer, if appropriate, the volunteer new challenges or recommend to other programmes

## Things to be aware of:

Don't forget to get information from the individual about their motivations for leaving. This information is very important to reviewing and improving your volunteer programme. There are a wide variety of motives for leaving, not all positive. If positive, try to request a testimonial and if negative use the information to correct your volunteer programme.



# Step 5: Supervision and evaluation

## Highlights:

The practice exchange framework 'Design and delivery of volunteering in the Criminal Justice System' (Aproximar, 2015) shows that volunteer programmes involve supervision meetings, where promoters oversee the volunteers' work. In many instances, the supervision role is attributed to programme leaders, course instructors or voluntary tutors. If not, the responsibility usually falls to programme staff. On the other hand, three programmes said they only had informal supervision, without structured moments or specific tools. Nonetheless, the majority say supervision meetings are generally held individually (10 cases), although some of organisations engage in-group supervision meetings (exclusively or in a complementary fashion, five cases). 'Design and delivery of volunteering in the Criminal Justice System' (Aproximar, 2015)

As for evaluation, the study shows that it may not be a widespread practice among programmes. When it exists, it's mainly based on client/beneficiary satisfaction.

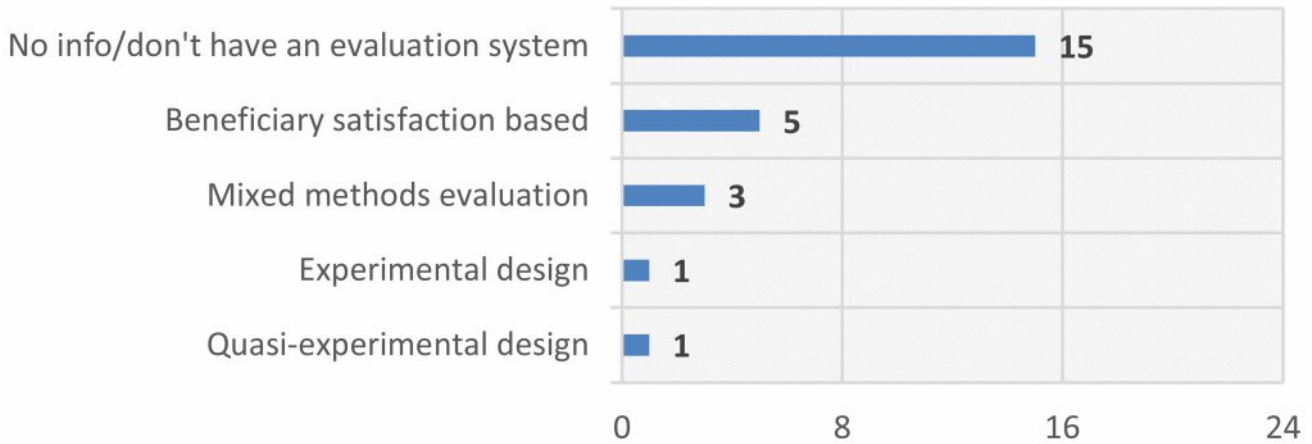
A high number of programmes didn't supply information on their evaluation system, or said that they didn't have one in place (15). Among those that do have one, the system is based on client/beneficiary satisfaction (five) or, in fewer cases, on more complex and robust designs, including mix method evaluations and quasi-experimental and experimental evaluation designs. These findings show that volunteer programmes have a weakness related to evaluation. It doesn't seem to receive much investment. This might be because evaluation may be perceived negatively or as a huge amount of work to implement. Again it is a question of preparing in advance and keeping it simple.

## Supervision and evaluation

### Measure results and impacts:

- Ex-post self-assessment fill
- Analysing training effectiveness
- Volunteering supervision
- Impact assessment

**Chart 3 – Practice Exchange Framework programmes’s evaluation procedures and designs (N)**



Source: Practice Exchange Frameworks, 2014

**Objective:**

If you have any interest in making your volunteer programme credible to a wider audience you can't rely only on scattered and irregular data collection. Your volunteering beneficiary organisation knows what you've done and delivered, but an outsider will not. You need to prepare an evaluation plan aligned with your capabilities.

**How to do this:**

- 1 • define a simple evaluation plan structure. Define - purpose, goals, indicators, core questions aligned with your volunteer programme's SMART objectives and the identified key performance indicators
- 2 • define target groups, data collection (methodologies, techniques and tool), reporting requirements, action plan and responsible team
- 3 • integrate your plan and evaluation supervision actions with other volunteer programme activities, e.g. training, monitoring sessions, recognition and reward events, exit procedures and others
- 4 • configure in a data analysis programme (for example excel, SPSS, or other) data analysis parameters for every data collection tool (this will make your evaluation task easier)
- 5 • test every data collection tool before using it, making sure they really collect what you expect
- 6 • generate an evaluation template and establish a regular publishing date
- 7 • organise an annual feedback session

**Things to be aware of:**

As stated in previous stages and steps of this guide, it is important to focus on feasible plans and actions. This is the same for supervision and evaluation. Most of the data collected if just descriptive, can satisfy curiosity but doesn't say much more about your volunteer programme's results, outputs and impacts. You should identify the key information to collect. Put your efforts into this and remember that it can be very interesting to know the gender or age of your volunteers, but for your stakeholders it will be a lot more interesting to understand what added value it brought to direct and indirect beneficiaries.

Critical success factors	Benefits
<ul style="list-style-type: none"> <li>• Data analysis and IT knowledge</li> <li>• feasibility and operations</li> <li>• coordination and responsiveness</li> <li>• clarity and engagement.</li> </ul>	<ul style="list-style-type: none"> <li>• Cost–benefit analysis</li> <li>• social impact evaluation</li> <li>• increased credibility towards stakeholders</li> <li>• promotion and recognition increase to all stakeholders and potential volunteers.</li> </ul>



# Phase A: Provide regular input to planning

## Highlights:

The best way to provide regular input into planning is through supervision. The practice exchange framework shows that volunteer programmes usually rely on supervision meetings, where promoters oversee the volunteers' work. In many instances, the supervision role is attributed to programme leaders, course instructors or voluntary tutors. If not, the responsibility usually falls to programme staff. On the other hand, three programmes said they only did informal supervision, without structured moments or specific tools. Nonetheless, the majority said supervision meetings are generally held individually, although some organisations engage in-group supervision meetings (exclusively or in a complementary fashion).

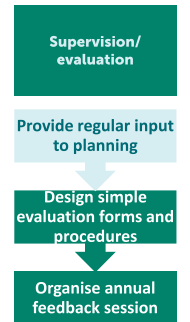
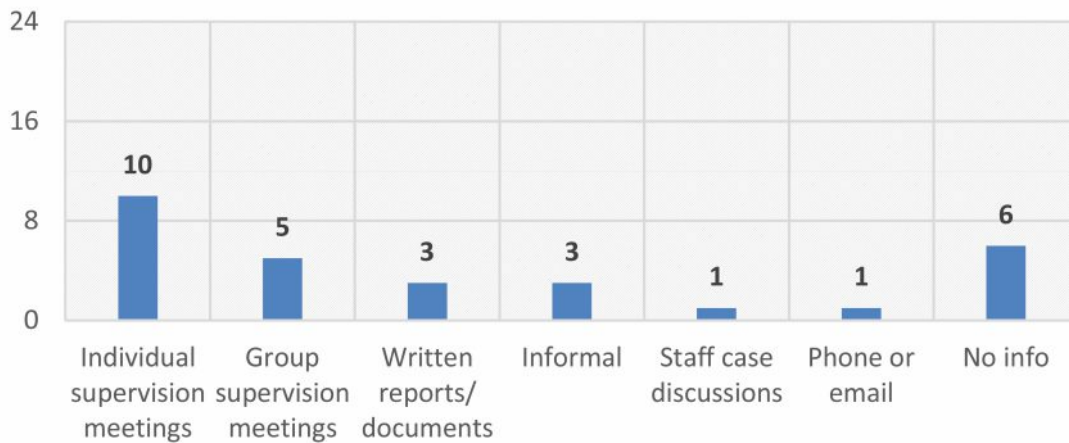


Chart 4 – Practice Exchange Framework programmes’s supervision procedures (N)



Source: Practice Exchange Frameworks, 2014

## Objective:

To support another person or group of people to realise their potential and help them achieve their roles and responsibilities in a supportive and developmental environment.

**At the end of this step you should establish a minimum supervision level and channels to feed into the volunteer programme planning review.**

## How to do this:

- 1 • Define formal supervision with the volunteering beneficiary organisation
- 2 • define supervision typology mix - counselling, operative, coaching or inquisitive
- 3 • set up group and individual sessions at a feasible frequency
- 4 • organise a set of topics to be discussed in the sessions but make sure the agenda is not completely closed
- 5 • provide regular input to planning

Critical success factors	Benefits
<ul style="list-style-type: none"> <li>• Supervision experience</li> <li>• senior volunteers</li> <li>• teaching and communication</li> <li>• clarity and engagement.</li> </ul>	<ul style="list-style-type: none"> <li>• Refocus on objectives, methodologies and strategies</li> <li>• identifies good practices</li> <li>• defines problem solving strategies</li> <li>• improves learning and results.</li> </ul>



# Participant Volunteer Provider Organisations list and data

## Project focal and information points:

### England & Wales

[www.clinks.org/vol\\_guides](http://www.clinks.org/vol_guides)

[www.clinks.org/working-with-volunteers](http://www.clinks.org/working-with-volunteers)

[www.clinks.org/voluntary-community-sector/volunteering-mentoring](http://www.clinks.org/voluntary-community-sector/volunteering-mentoring)

[www.ncvo.org.uk](http://www.ncvo.org.uk)

### Portugal

[www.aproximar.pt](http://www.aproximar.pt)

[contacto@aproximar.pt](mailto:contacto@aproximar.pt)



# Evaluation Grid

## England and Wales

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<b>Name</b>	<b>Site</b>
2ND Chance Project	<a href="http://www.2ndchanceproject.co.uk">www.2ndchanceproject.co.uk</a>
Brighton Women's Centre	<a href="http://www.womenscentre.org.uk">www.womenscentre.org.uk</a>
Circles South West	<a href="http://www.circles-uk.org.uk">www.circles-uk.org.uk</a>
Fine Cell Work	<a href="http://www.finecellwork.co.uk">www.finecellwork.co.uk</a>
Prison Fellowship England and Wales	<a href="http://www.prisonfellowship.org.uk">www.prisonfellowship.org.uk</a>
Kainos Community	<a href="http://www.kainoscommunity.com">www.kainoscommunity.com</a>
Koestler Trust	<a href="http://www.koestlertrust.org.uk">www.koestlertrust.org.uk</a>
NEPACS	<a href="http://www.nepacs.co.uk">www.nepacs.co.uk</a>
Open Gate	<a href="http://www.opengate-ne.org.uk">www.opengate-ne.org.uk</a>
PACT	<a href="http://www.prisonadvice.org.uk">www.prisonadvice.org.uk</a>
Shannon Trust	<a href="http://www.shannontrust.org.uk">www.shannontrust.org.uk</a>

## Hungary

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<b>Name</b>	<b>Site</b>
Bátor Tábor Foundation	<a href="http://www.batortabor.hu">www.batortabor.hu</a>
Kék Vonal Foundation	<a href="http://www.kek-vonal.hu">www.kek-vonal.hu</a>
KriminológiaiTK	<a href="http://www.kriminologiaitdk.hu">www.kriminologiaitdk.hu</a>
Nagyító Alapítvány	<a href="http://www.nagyito.hu">www.nagyito.hu</a>
National Public University, Faculty of Law Enforcement, Department of Corrections	<a href="http://www.uni-nke.hu">www.uni-nke.hu</a>
Office of Justice and Public Administration	<a href="http://www.tettprogram.hu">www.tettprogram.hu</a>
Uccu Alapítvány	<a href="http://www.uccualapitvany.hu">www.uccualapitvany.hu</a>
Foundation for Democratic Youth	<a href="http://en.i-dia.org">en.i-dia.org</a>

## Italy

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Name	Site
Associazione Comunità Di Accoglienza Padre Nostro	<a href="http://www.centropadrenostro.it">www.centropadrenostro.it</a>
Caritas Diocesana Di Cagliari	<a href="http://www.caritassardegna.it">www.caritassardegna.it</a>
Sesta Opera San Fedele	<a href="http://www.sestaopera.it">www.sestaopera.it</a>
Soccorso Iglesias	<a href="http://www.soccorsoiglesias.it">www.soccorsoiglesias.it</a>
Associazione Essere Pace	<a href="http://www.esserepace.org">www.esserepace.org</a>

## Netherlands

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Name	Site
Bonjo	<a href="http://www.bonjo.nl">www.bonjo.nl</a>
Dutch Probation Service, Circlesnl	<a href="http://www.cosanederland.nl">www.cosanederland.nl</a>
Landelijk Bureau Humanitas	<a href="http://www.humanitas.nl">www.humanitas.nl</a>
Stichting Exodus Nederland	<a href="http://www.exodus.nl">www.exodus.nl</a>

## Portugal

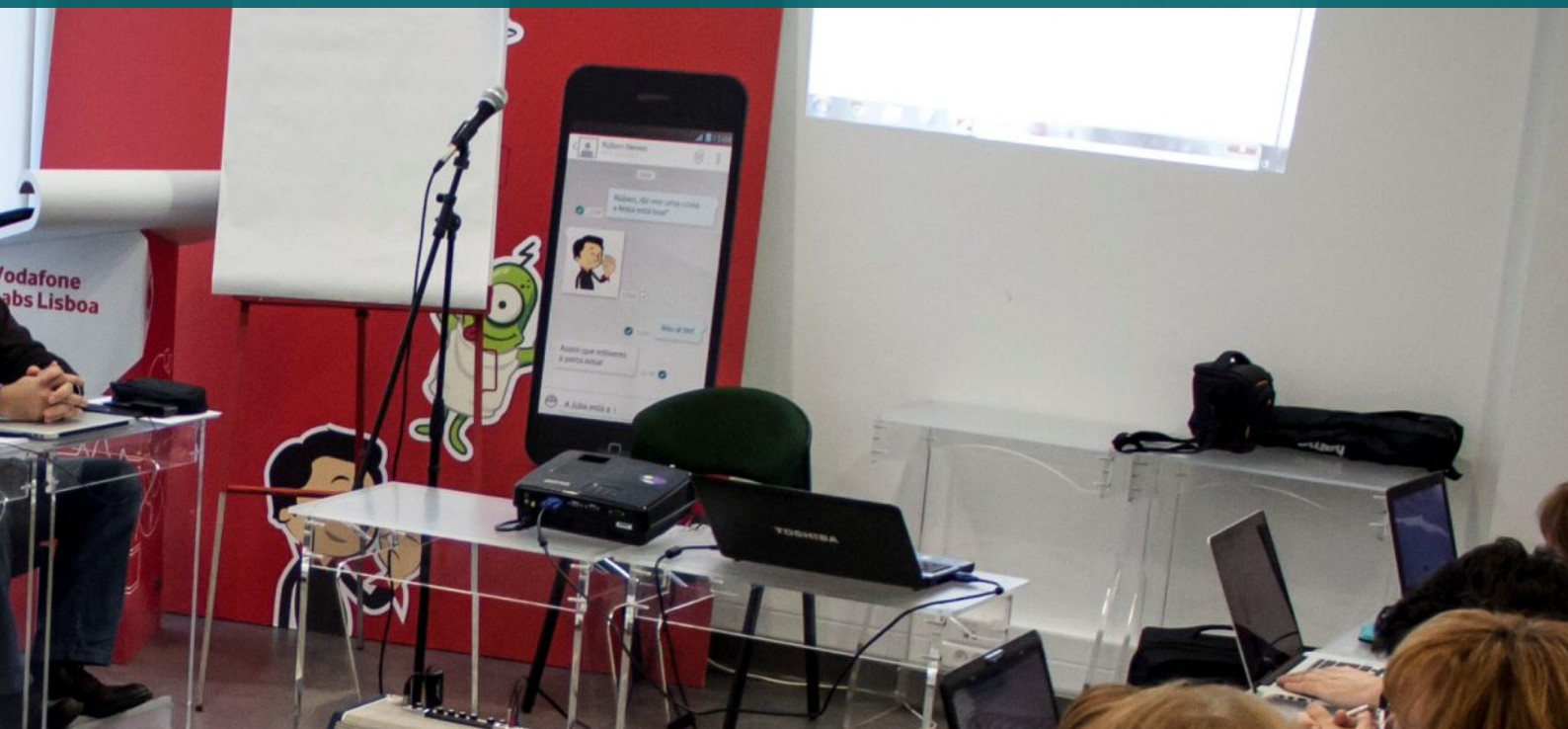
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Name	Site
Câmara Municipal De Matosinhos	<a href="http://www.cm-matosinhos.pt">www.cm-matosinhos.pt</a>
Fundação Eugénio Almeida	<a href="http://www.fundacaoeugeniodealmeida.pt">www.fundacaoeugeniodealmeida.pt</a>
Olhar Com Saber	<a href="http://www.olharcomsaber.com">www.olharcomsaber.com</a>
Portuguese Red Cross	<a href="http://www.cruzvermelha.pt">www.cruzvermelha.pt</a>

## Romania

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Name	Site
Anais Association	<a href="http://www.asociatia-anais.ro">www.asociatia-anais.ro</a>
Association for the Promotion of Women In Romania	<a href="http://www.apfr.ro">www.apfr.ro</a>
Colibasi Penitentiary	NA
Foundation For Promoting Community Sanctions	<a href="http://www.fpssc.ro">www.fpssc.ro</a>
Prison Fellowship Romania	<a href="http://www.pfr.ro">www.pfr.ro</a>
Rahova Penitentiary	<a href="http://anp.gov.ro">anp.gov.ro</a>
Motivation Students Mentor Program	NA



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# Glossary

## ORGANISATION'S INTERVENTION TYPE

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### **Specialist**

Works exclusively in one area of service, carrying out a specific intervention

### **Multipack**

Works exclusively in one area of service, covering different aspects of service delivery in that area

### **Volunteer bank**

Provides volunteers for other organisations

### **Generic**

Works in several areas of service

## PLANNING

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### **Embedded planning**

Flexible and ongoing planning strategy

### **Reactive planning**

Planning is carried out as a response to changes that affect the organisation or programme

### **Crystallised planning**

A planning process was conducted in the organisation's beginning or initial stage, but no formal planning efforts have been conducted since then

## WORK STRATEGY ORIENTATION

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### **Goal orientated**

The volunteer programme is focused on a clearly defined goal

### **Target group orientated**

The volunteer programme is focused on a specific target group

### **Institutional/process orientated**

The volunteer programme is focused on organisational structure and procedures and/or in processes and activities

## NEEDS EVALUATION

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### Goal focus

The volunteer programme needs are connected to the attainment of a clearly defined goal

### Integrated focus

The volunteer programme is built around a set of identified needs

### Open focus

The volunteer programme needs that are not previously defined, but depend on a process of continuous assessment

## EVALUATION TYPE

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### Beneficiary satisfaction based

The evaluation design is exclusively built around the programme beneficiaries' satisfaction towards the programme's activities

### Mix methods evaluation

The evaluation design combines different methods to ensure a more robust analysis of the selected evaluation questions

### Experimental design

Evaluation design that compares the results of two groups to show that a given intervention is the cause of a given outcome. One group receives the intervention while the other does not, and the assignment of cases to each group is random

### Quasi-experimental design

Same as experimental design but the case assignment to the study groups is not random, but based on case similarity on relevant characteristics

## OTHER TERMS IN ALPHABETICAL ORDER

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### Application screening

Multi-method, including individual interviews, training and observation periods and tests and/or work assignments

### Best practices

A set of techniques/methods that shows better results to those achieved by others means. They are a recommended course of action

### Good practice guide

A practical tool for the development, implementation and evaluation of Volunteer Programmes in the Criminal Justice System

### Case studies

The story of how a particular person or group has developed their Volunteer Programme

### Criminal Justice System

The system of law enforcement directly involved in apprehending, prosecuting, defending, sentencing, and punishing those who are suspected or convicted of criminal offence



## **National sovereignty**

The powers by which an independent state is governed and from which derive all political powers

## **Peer review**

When a paper/document is checked or evaluated by a group of experts in the same field

## **Policy Agenda for Volunteering in Europe (PAVE)**

Provides recommendations for a more efficient and effective European policy framework to support and promote volunteers, volunteering, volunteer-involving organisations and their partners

## **Process map**

Structural analysis of a process flow which distinguishes how work should be done and how it is actually done

## **SMART goals**

(S)pecific, (M)easurable, (A)ttainable, (R)ealistic and (T)imed goals

## **Process map**

Structural analysis of a process flow which distinguishes how work should be done and how it is actually done

## **Stakeholders**

People, groups or organisations with interest in an organisation and who can affect or be affected by it

## **Statutory agencies and organisations**

An organisation created by the state, with legal responsibilities and specific purposes

## **Training pilots**

A small-scale experiment that helps organisations to predict how a large-scale programme/project would work

## **Umbrella organisations**

An association of institutions with similar purposes that coordinates their work and protects their shared interests

## **Volunteer engagement**

Match process between volunteer and deployment institution, job description materials and designation of a local supervisor

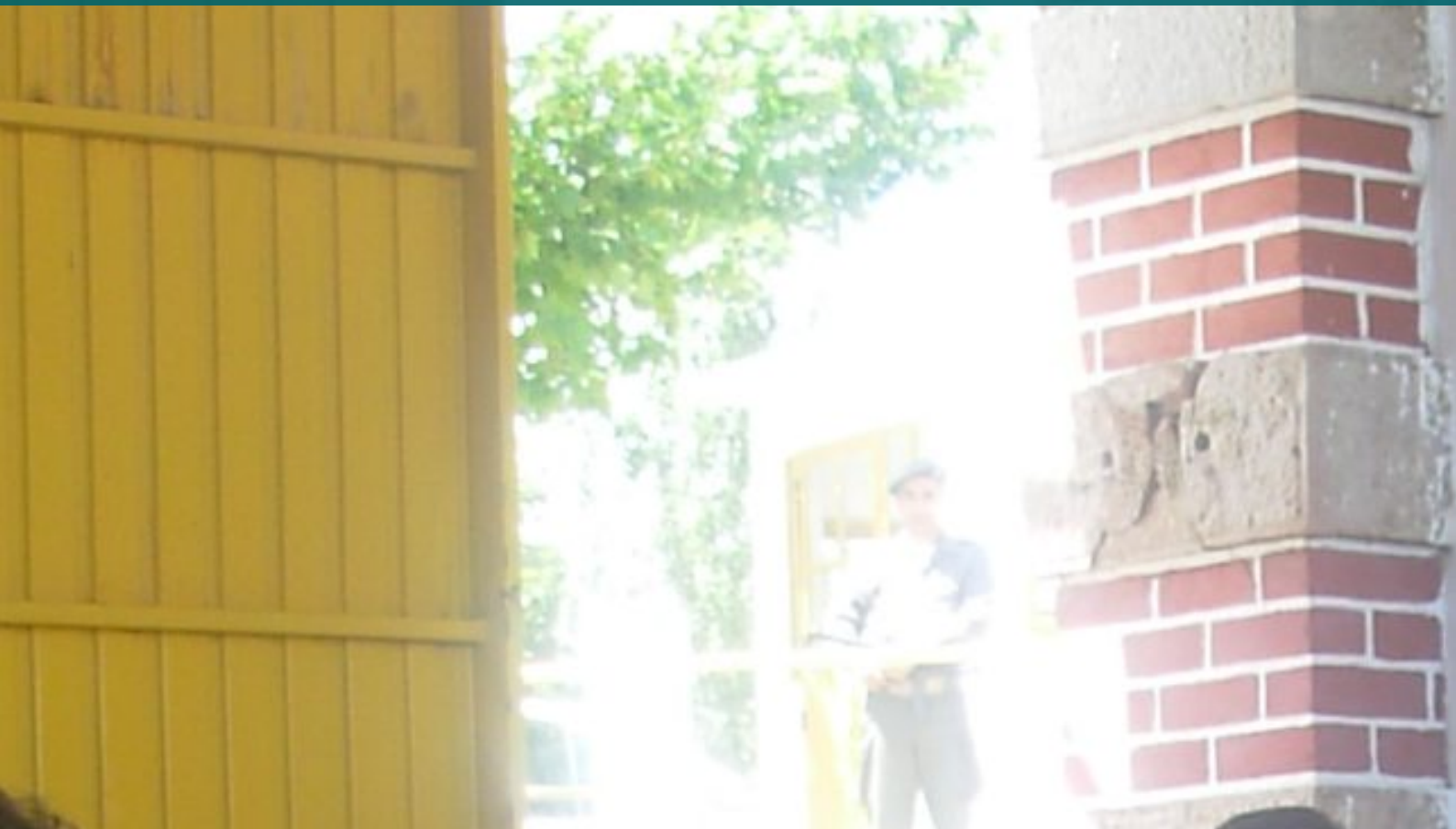
## **Volunteer job description**

A written statement summarising the duties and the essential responsibilities of the volunteer's work



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# Annexes

## **Annexe 1:**

Data collection tool: Evaluation Grid

## **Annexe 2:**

Data collection tool: Practice Exchange Framework

# Annexe 1: Data collection tool: Evaluation Grid

Name:

Person of contact:

Email:

Phone:

Organisation website:

Links to relevant information:

Name of the organisation:

Volunteer programme name:

SCOPE	TOPICS	INFO
GENERIC INFORMATION	• Public/non-profit/for-profit	
	• How many years running volunteer programmes?	
	• How many volunteers?	
		YES/NO
PARTNERSHIPS	• Formal?	
	• Informal?	
TRAINING	• Initial?	
	• Ongoing?	
	• Classroom?	
	• Online?	
	• Mix of the above?	
MONITORING	• Engagement process?	
	• Induction activities?	
	• Tutorial process?	
	• Contract?	
SUPERVISION	<b>Supervisor</b>	
	• Internal?	
	• External?	
	• Mix of the above	
	<b>Type of supervision</b>	
	• Face to face?	
• Online?		
• Mix of the above?		
EVALUATION	• Initial?	
	• Intermediate?	
	• Final?	
	• Ongoing?	
COMMUNICATION/ DISSEMINATION	• Recruitment advertisement?	
	• Promotion manager?	
	• Results reporting?	
	• Dissemination events?	
FINANCIAL MANAGEMENT	• Funded by organisation?	
	• Sponsorship?	
	• Mixed?	
	• Other?	



# Annexe 2: Data collection tool: Practice Exchange Framework

## 1. Programme planning and needs evaluation:

### Organisation and volunteer programme alignment

Describe your programme development process:

- a) Organisational experience in volunteering
- b) Match with core values of the organisation
- c) Scopes/areas of volunteering according to community needs
- d) Trends/
- e) Scalability

### Social/community based networks

Identify and explain how you organise resources, job opportunities, weaknesses and strengths of partners, agencies and community based support in which your programme operates

Identify and explain what methods/activities do the organisations use to mobilize support in terms of:

- Partnerships establishment
- Resources
- Job opportunities

### Needs identification process and programme scope/purpose

Describe how the needs for the volunteer programme were/are identified, the techniques and tools that were/are used to identify these needs, and to which fields of work e.g. health, citizenship, employment, education, housing, professional training, family support, substance misuse, religion, other

### Beneficiaries of your volunteer programme

Give details of the relevant target groups sociodemographic data (age, gender, qualifications, professional background, employment status and income level. If beneficiaries of your programme include (ex)offenders, please include the type of offence.

### Geographical coverage

Give details of the geographical coverage of your programme (e.g. international, national, regional, local, town council), and describe the logistical and operational challenges faced. Please be specific if it is applied within a prison environment, indicating the prisons in which it is used.

### Beneficiary organisations/internal departments

Please list the organisations that benefit from your volunteer programme (name and website). If you provide volunteer programmes to prison services or other services related to (ex) offenders please provide details of the fields they work in and their needs.

### Volunteer profile criteria

Please list the criteria used to build a profile of your volunteers. Be specific and include information such as age, gender, qualifications, motivations, expectations, relevant experience, availability and specific areas of interest. Please specify any others.

## 2. Volunteer engagement

### Programme promotion/dissemination – communication channels used

Please give details of the communication channels used to organise recruitment (media, word of mouth, conferences, direct marketing, and social networking sites). Explain how these are managed and by whom. Please indicate which of these channels/tools you think are most effective and why.

### Promotional elements – channels used

Who is responsible for the design of the promotional elements of recruitment (e.g. in-house, consultant or other). What tools/resources are used (e.g. TV/newspaper, flyers, posters, videos, newsletters, or social media such as Facebook, LinkedIn). Please describe which of these is most effective and why.

### Application registration/receipt process

Explain how/where prospective volunteers can access information about the programme and how they register their interest. (e.g. online, at the organisation, phone, other)  
What procedures are in place, if any, after receipt of candidate applications (e.g. notification of receipt, clarification, communication within organisation and other related information)

### Application screening

Give details of the processes followed upon receipt of the volunteer application. Please explain the procedures taken (e.g. interviews, phone contact, focus groups, other). Who is responsible for screening applications, and what is their position in the organisation and within the programme management. Please give an indication of the timings carry out and who else is involved in this process.

### Application acceptance/rejection decision

Detail the steps taken to make the decision (e.g. meeting, one person decision). Who is involved in the decision making process? What is done before taking the decision, how is the applicant notified, and any other relevant information.

### Deployment/placement

State what steps are taken to introduce the volunteer to their workplace. Does your programme foresee any match process (e.g. organisation – volunteer interests)? Is there any job description?  
Are volunteers assigned to a supervisor in their workplace?

### Tools used in volunteer engagement activities

What tools and resources are used in your volunteer engagement activities (e.g. registration sheet, questioner, interview, focus group, acceptance form, other)

### 3. Volunteer Induction Training:

#### Programme/manual

Please detail which documents, guidelines and materials are delivered to volunteers and trainers. If the training programme is linked to national formal qualification please state this.

#### Contents

Please detail the contents/themes developed in your volunteer training programme (e.g. competencies, legal framework, beneficiary organisation culture, and evaluation, target groups). Also explain what you think the key contents/themes are giving a brief explanation why.

#### Format

How is your training delivered (classroom, eLearning, or combination (blended)). In case of eLearning or bLearning please describe the learning management platform tools used (e.g. forum, chat, dropbox, glossary, video conference, other)

#### Teaching methods and resources

Please describe what kind of methods are used in the teaching environment (e.g. presentations, lectures; case studies, workgroups, role plays, simulations, work shadowing; discussions, Q&A; visits, observation. What type of tools do you use (e.g. movies, presentations, case studies, questioners, other)?

#### Duration (programme and sessions)

Please state the programme length in days, the number of sessions, and duration in hours and also, relate if available, the number of hours per module, and hours allocated between taught sessions and online sessions.

#### Trainer profile

Please list the trainer profile if applicable.

#### Number of trainees

Detail the minimum and maximum number of students able to enrol on the training programme.



## 4. Volunteer orientation/support:

### Volunteer programme promotion and beneficiary supporting roles

Describe how the organisation/department<sup>1</sup> responsible for the programme and beneficiary organisation/department work together. Please details which roles are assigned to all parties involved (e.g. promoter organisation/department, beneficiary organisation/department or others?)

### Organisation induction

Describe how the volunteer is inducted into the organisation and into their placement (welcome session, presentation to organisation beneficiaries, uniform, other). Is there a probation period? How is the commitment to the placement formalised (e.g. formal contracts, insurance, other), and if it is not please state the reasons why. Please explain if a supervisor is assigned and when the relationship with the volunteer starts.

### Monitoring

Which procedures are in place to monitor progress of volunteers? How often does this occur? Who participates and how is volunteer participation recognised? Please explain what the communication process is (supervision meetings, formal records using forms, other).

### Support

Explain how is further support needs of volunteers is recognised (e.g. transportation, equipment, meals, counselling, legal advice, administrative, other). What is the process to consent to them.

<sup>1</sup>Volunteer programme can be delivered internally: department/department, or externally organisation/organisation. We want to cover both scenarios. Please signal which case you're responding to by deleting the scenario that doesn't apply to your case.

## 5. Supervision & evaluation:

### Supervision process

Explain the typical supervisor profile and how supervision meetings are undertaken (frequency, format, contents and conflict management techniques).

### Programme evaluation

Please detail how long you have been implementing volunteer programmes; number of volunteers engaged so far, beneficiary feedback (if applicable feedback from (ex) offenders). Also describe evaluation dimensions (skills audit, satisfaction rate, impact, other) It's frequency (e.g. start, middle, end, on going, other) Finally please share some of your programme quantitative and qualitative outcomes (e.g. fields improved with programme, civic, educational and income).

## 6. Organisation details:

**Name:**

**Type / nature:**

(public, for or non for profit and legal status: e.g. public agency, department, charity, NGO, association, foundation, etc...)

**Core businesses** (main activities delivered):

**Geographic coverage** (national, regional, local, Town council):

**Number of paid staff:**

**Number of non-paid staff** (volunteers):

**Experience in volunteer management** (in years):

**Person of contact:**

**Email:**

**Phone:**

**Organisation website:**



# Justice Involving Volunteers in Europe

# JIVE



This project is funded by the  
Criminal Justice Programme of  
the European Union