

# Unit Outline

## MN312

<b>Unit Name</b>	Working with Volunteers		
<b>Unit weighting</b>	Unit credit points: 3		
<b>Pre-requisite or co-requisite</b>	MN210 Human Resource Management		
<b>Delivery mode</b>	Face to face on site	Full time or part time	
<b>Location</b>	<i>Sheridan</i> 18/7 Aberdeen St, Piccadilly Square West, Perth WA 6000		
<b>Student Workload</b>	<i>Timetabled: 36 hours (3 hours per week over 12 teaching weeks)</i>  <i>Personal Study: 132 hours (9 hours per week over 12 teaching weeks + 12 hours per week over 2 non-teaching weeks)</i>  <i>Total workload: 168 hours (12 hours per week over 14 weeks)</i>  <i>Additional English language support if needed</i>		
<b>Prescribed Textbook(s)</b>	Jackson, R., Locke, M., Hogg, E., & Lynch, R. (2019). <i>The complete volunteer management handbook</i> (4 <sup>th</sup> ed.). Directory of Social Change.		
<b>Other resource requirements</b>	Access to the Learning Management System Canvas <a href="https://canvas.sheridan.edu.au">canvas.sheridan.edu.au</a>		
<b>Work-integrated learning activity</b>	Not applicable		
<b>Timetabled day and time</b>	Tuesday, 1.00 p.m.	<b>Room</b>	Room 1 (Amber)
<b>Unit Coordinator</b>	Dr Blake Hurst	Phone:	6222-4222
<b>Email</b>	bhurst@sheridan.edu.au		

## Unit Description

This unit equips students with specialised knowledge relating to leadership and governance of Not for Profit organisations that utilise volunteers. Working with Volunteers introduces students to theories, challenges and issues across a wide range of topics covering the Volunteer Sector Including a comprehensive examination of the sector in Australia with a strong focus on both managing volunteers and being a volunteer. Students are required to critically analyse Volunteer Sector research and theory and apply this knowledge to current organisational practices. A holistic approach is adopted to encourage students to see the importance of creating appropriate strategies which appropriately integrate specific volunteer activities and strategies with those of the organisation as a whole.

## MN312 Learning Outcomes

Upon successful completion of this unit, you will be able to:

- A. Identify contributions and challenges relevant to the volunteer sector in Australia.
- B. Analyse motivations and challenges of volunteers.
- C. Describe factors that contribute to effective attraction and retention of volunteers.
- D. Apply research and theories to practical issues in volunteer management.

## Sheridan Graduate Attributes

Sheridan graduates will be ...

1. Lovers of truth
2. Seekers of wisdom
3. Innovative thinkers
4. Effective communicators
5. Independent learners
6. Servant leaders

## Assessment Schedule

Assessment Type	Value	Due Date	LOs Assessed	GAs Addressed
Presentation	20%	Week 4	A, B, C, D	3,4
HR Project	40%	Week 8	A, B, C, D	2,5
Exam	40%	Week 15	A, B, C, D	1,5

NB: You must submit all assessments in order to satisfy the unit requirements.

### 1. Presentation

This 15-minute presentation will relate to a contemporary issue in management of volunteers. More detailed instructions and information about the presentation topic will be made available in Canvas.

Assessment Type	Presentation				
Criteria /Grade	High Distinction (80-100%)	Distinction (70-79%)	Credit (60-69%)	Pass (50-59%)	Fail (0-49%)
Concept mastery	Excellent understanding	Very good understanding	Sound understanding	Adequate understanding	Little or no understanding
Evidentiary support / research	All claims supported by relevant evidence / research	A few minor evidentiary gaps	Most claims supported by relevant evidence / research	Some claims supported by relevant evidence / research	Little or no evidentiary support
Logical organization	Compelling plan of logical organization; clear and concise	Easy to follow plan of logical organization; clear and concise	Adequate plan of logical organization	Rudimentary plan of logical organization	Confusing/hard to follow the line of thought
Communication skills	Excellent verbal and visual presentation of material	Very good verbal and visual presentation of material	Good verbal and visual presentation of material	Adequate verbal and visual presentation of material	Poor verbal and / or visual presentation of material

## 2. HR Project

Create a short HR document relevant to management of volunteers. Your document will be accompanied by a memorandum (1500-word limit), explaining how you decided what to include in this document. More detailed instructions for this item of assessment will be made available in Canvas.

Assessment Type	Essay				
Criteria /Grade	High Distinction (80-100%)	Distinction (70-79%)	Credit (60-69%)	Pass (50-59%)	Fail (0-49%)
HR document	Well-chosen categories and descriptions in an entirely clear format	Well-chosen categories and descriptions in an entirely clear format	Some relevant categories and descriptions in an adequately clear format	Some relevant categories and descriptions in a sometimes-confusing format	Few or no relevant categories and descriptions
Content of explanatory memo	Compelling justification of method used to create document	Insightful justification of method used to create document	Adequate justification of method used to create document	Limited justification of method used to create document	Inadequate justification of method used to create document
Logical structure of explanatory memo	Compelling plan of logical organization; clear and concise	Sound plan of logical organization; clear and concise	Adequate plan of logical organization	Basic plan of logical organization	Little or no evidence of a plan of logical organization
Language Conventions	Correct and concise usage	A few errors in spelling and grammar	Some errors in spelling and grammar	Many errors in spelling and grammar	Poor spelling and grammar

### 3. Exam

The final exam consists of short-answer questions. All assigned readings and topics are examinable. (While this exam will be open-book, it is essential to prepare a detailed study outline before sitting the exam, as there will not be enough time to find answers to all of the exam questions during the exam.)

## Learning Resources

### Prescribed Textbook

Jackson, R., Locke, M., Hogg, E., & Lynch, R. (2019). *The complete volunteer management handbook* (4<sup>th</sup> ed.). Directory of Social Change.

### Recommended Supplementary Readings:

- Alony, I., Haski-Leventhal, D., Lockstone-Binney, L., Holmes, K., & Meijs, L. C. P. M. (2020). Online volunteering at DigiVol: An innovative crowd-sourcing approach for heritage tourism artefacts preservation. *Journal of Heritage Tourism*, 15(1), 14-26.
- Brudney, J.L., & Meijs, L.C. (2014). Models of volunteer management: Professional volunteer program management in social work. *Human Service Organizations: Management, Leadership & Governance*, 38(3), 297–309.
- Brueckner, M., Holmes, K. J., & Pick, D. (2017). Out of sight: Volunteering in remote locations in Western Australia in the shadow of managerialism. *Third Sector Review*, 23(1), 29-49.
- Devereux, P., Paull, M., Hawkes, M., & Georgeou, N. (2017). Volunteering and the UN Sustainable Development Goals: Finding common ground between national and international volunteering agendas? *Third Sector Review: Special Issue Volunteering as a Subject for Research*, 23(1), 209-234.
- Devereux, P., Stocker, L., & Holmes, K. (2017). Volunteerism: A crosscutting and relational method to achieve the sustainable development goals. In J. Hartz-Karp & D. Marinova (Eds.), *Methods for sustainability research* (pp. 249-264). Edward Edgar.
- Fallon, B. J., & Rice, S. M. (2015). Investment in staff development within an emergency services organisation: Comparing future intention of volunteers and paid employees. *International Journal of Human Resource Management*, 26(4), 485-500.
- Haski-Leventhal, D., Meijs, L. Lockstone-Binney, L., Holmes, K., & Oppenheimer, M. (2018). Measuring volunteerability and the capacity to volunteer among non-volunteers: implications for social policy. *Social Policy and Administration*, 52(5), 1139-1167.
- Haski-Leventhal, D., Paull, M., Young, S., MacCallum, J., Holmes, K., Omari, M., Scott, R., & Alony, I. (2020). The multidimensional benefits of university student volunteering: Psychological contract, expectations, and outcomes. *Nonprofit and Voluntary Sector Quarterly*, 49(1), 113-133.
- Holmes, K., Paull, M., Haski-Leventhal, D., MacCallum, J., Omari, M., Walker, G., Scott, R., Young, S., & Maher, A. (2021). A continuum of university student volunteer programme models. *Journal of Higher Education Policy and Management*, 43(3), 281-297.
- Holmes, K., Nichols G., & Ralston, R. (2018). It's a once-in-a-lifetime experience and opportunity - deal with it! Volunteer perceptions of the management of the volunteer experience at the London 2012 Olympic Games. *Event Management*, 22(3), 389-403.
- Newton, C., Becker, K., & Bell, S. (2014). Learning and development opportunities as a tool for the retention of volunteers: A motivational perspective. *Human Resource Management Journal*, 24, 514-530. <https://doi.org/10.1111/1748-8583.12040>

Paul, M., & Omari, M. (2015). Dignity and respect: Important in volunteer settings too! *Equality, Diversity and Inclusion: An International Journal*, 34(3), 244–255.

Wellens, L., & Jegers, M. (2014). Effective governance in nonprofit organizations: A literature based multiple stakeholder approach. *European Management Journal*, 32(2), 223–243.

## Weekly Schedule of Topics

### MN312

#### Prescribed text:

Jackson, R., Locke, M., Hogg, E., & Lynch, R. (2019). *The complete volunteer management handbook* (4<sup>th</sup> ed.). Directory of Social Change.

WEEK	TOPICS	PRESCRIBED READINGS	ASSESSMENTS
1	Introduction	Preface, Ch 1	
2	Planning volunteer involvement; Embedding volunteer involvement; Creating motivating roles	Ch 2, 3, 4	
3	Recruiting volunteers	Ch 5	
4	Matching volunteers to roles; Preparing volunteers	Ch 6, 7	Presentation
5	Managing/empowering volunteers	Ch 8	
6	Managing at a distance/with groups; Managing volunteers with different purposes	Ch 9, 10	
7	In-semester Study Week		
8	Managing with external requirements	Ch 11	HR Project
9	Making a difference	Ch 12	
10	Building and maintaining relationships with volunteers	Ch 13	
11	Building staff and volunteer engagement	Ch 14	
12	Measuring effectiveness; Final Thoughts	Ch 15, 16	
13	Review		
14	Exam Study Week		
15	Exam week		Exam