



GOOD PRACTICE MANUAL ON WORK WITH VOLUNTEERS

IQ ROMA SERVIS, o. s.

Learning Community

**Immigrants as Educational Facilitators Pave the
Way for Immigrants to Access Lifelong
Learning**

Contents

1. The project context	3
2. The context of work in IQ Roma servis	4
3. The target group of the volunteer service in IQRS.....	5
4. The scope and type of volunteering in IQ Roma servis	7
5. Recruitment of volunteers	10
6. Volunteers' guidance and empowerment.....	12
7. Volunteers' education	15
8. Checking on and assessing volunteer's work /cooperation with client.....	16
9. Clients' rights	18
10. ATTACHMENTS.....	23
10.a Model Internal Directive on Work with Volunteers	23
10.b Model volunteer agreement.....	26
10.c Model Volunteer Service Termination Agreement	29

Experience with volunteering and community work in

IQ Roma servis

1. The project context

The project “Learning Community” is aimed at the improvement of access to lifelong learning (vocational and individual qualification) for immigrants in the partner countries. The main goal of the project is to empower migrants so that they become active agents and educational facilitators concerned with the improved access to the offers of advanced education for the immigrant target group.

Objectives:

- ***improvement of access to lifelong learning***
- ***empowerment of the target group, dismantling of the structural barriers***
- ***support of the personal development, increasing employability and fostering social integration of the target group***
- ***education policy dimension: anchoring lifelong learning and awareness-raising at immigrants' level***
- ***social dimension: social integration and intercultural dialogue***
- ***economic dimension: support of broadening knowledge and competences of immigrants as valuable labour resources***

Based on our project partners’ needs, we have highlighted the following topics which compound the good practise manual:

- Tips how to recruit volunteers
- Tips how to let volunteers participate and how to empower them
- Good practice/case studies (**Do’s and Dont’s** for work with volunteers and employees)

2. The context of work in IQ Roma servis

IQ Roma Service, Civic Association (IQRS) was founded in 1997 in Brno as a voluntary non-governmental and non-profit organization. All its activities are based on the principle of *impartiality, independence, openness and non-discriminating approach*. In 2009 the organization's budget was approximately 550.000 EUR and the organization had about 50 employees (one fourth of them of a Roma origin) and 20 volunteers. At present the organization operates

- in the city of Brno and the city of Břeclav;
- and in the form of field work in the towns and villages in the South Moravian region.

In terms of its professional activities, the organization's aim is to stimulate and support possibilities, opportunities, activity, and sheer will of the *socially excluded or those threatened by social exclusion, mostly Roma families and individuals*. Our goal is to support this target group on their way to social and personal development and growth, to protect their rights and help maintain their dignity within the majority.

The organization tries to continuously map and analyse the needs and resources of the local Roma communities and to adapt its services to the current demand and its mission. IQRS focuses on stimulating the target group's social, economic, cultural, educational, and work opportunities and supports Roma individuals and families. At the same time, there is a continuous effort to cooperate with relevant institutions and individuals on regional, national and international level.

The complex IQRS offer of services and programs to the clients consists of:

- the Social Programme
- the Pedagogical Programme
- the so-called *indirect work* (e.g. methodologies, PR, fundraising, lobbying, various lectures for pupils and students etc.).

3. The target group of the volunteer service in IQRS

In the Czech Republic there is a limited volunteer tradition in connection with the Roma community, which corresponds to the situation in the countries of the project realization and to the project target group.

The public opinion does not favor participation in the activities aimed at supporting the target group, since the group is not well-received by the majority. The individuals who decide to volunteer are more likely to choose other topics, such as the green issues or less controversial social issues. The current project activities as well as the follow-up project activities are therefore based on essentially the same socio-cultural reality.

The experience of the project partner – IQ Roma servis – is valid and transferable, predominantly in the field of the volunteer methodology, namely the methods of recruitment and stability of the volunteer base, and methods of work of the volunteers with the target group to prevent useless or even dangerous procedures which could harm the target group. The presented material is supposed to serve as a manual for volunteer participation aimed at minimizing the risks and increasing the stability and interest of the volunteers.

The primary target groups of the IQRS volunteer service are the children and youth at the age of 7 - 18. These clients live with their families mainly in the socially excluded localities and face or are at risk of being socially excluded from both the ethnic and social point of view (regarding the living standards compared to the ones generally perceived by the majority). In these localities, the rate of unemployment is very high and the level of education generally low, which is, to a certain degree, being transmitted from adults to the younger generations. The young Roma often end up with elementary education only and either do not start secondary school or quit in the first year. Ineffective and risky way of spending free time further contributes to lowering the chances of getting quality education. The Roma children entering the educational process have to cope with many barriers that make their studies generally harder from the very beginning. This is due to the environment of the socially excluded areas which provides lack of stimulus to the children and where the culture of poorness prevails. Another significant factor that complicates adaptation to a school environment and its demands is the language barrier (mutual interference of the Czech and Romany language).

To succeed at school, it is necessary for the child to have intensive individual support, for which school or parents do not have the capacity or competencies. An organization that is in daily contact with children as well as their parents and relevant educational institutions has excellent qualifications to create a team of volunteers who either visit families or give tutorial classes in the organization's premises. This way IQRS contributes to stabilizing and improving its clients's study results and subsequently supports them on their way to higher education and quality spending of their leisure time.

The primary content of volunteering in IQRS is giving **tutorial classes** to children and the youth from socially excluded localities, mainly the Roma children. Volunteers (or tutors) visit clients' families *on a regular basis*, always at least once a week for 1.5 hour, and give classes to children and the youth according to their current needs. Here the terms "children" and "youth" relate to primary and secondary school students (in the future possibly also college or university ones). In case the study environment at client's home is not convenient (e.g. rather large family in a small flat – lack of space, very busy, difficult to concentrate), the classes take place in the premises of the organization.

There are also group lessons aimed at developing client's language or computers skills. The volunteer's role here is to be an **independent tutor or help the teacher** (IQRS's employee).

According to the organization workers, the individual form of classes seems to be the most effective one – the clients define various needs to be assisted with their studies. The system of individual tutorial classes at a client's home is also beneficial for the **great flexibility of volunteers** - they are able to immediately respond to the changes in the client's educational needs (e.g. due to school results or specific events).

Tutorial classes at a client's home also have an indisputable positive effect on communication within the family. To a client, a volunteer becomes a respected older friend whom the family trusts. Thanks to long duration and stability of the classes, this activity becomes an integral part of client's free time and the family can rely on it. Another doubtless benefit is so-called **inter-generational learning** – home tutorials indirectly affect the client's younger siblings who this way perceive home preparation for school as a commonplace from the early age.

4. The scope and type of volunteering in IQ Roma servis

In 2009, IQRS managed to develop a volunteer base – 24 people, who helped perform its activities through volunteering.

As the needs and goals of IQRS target group often require multi-disciplinary approach and broad scope of knowledge from many fields, there has been a tendency to gradually professionalize our services. This manual therefore deals primarily with the volunteers, but also contains hints and ideas that overlap with the position of an employee.

Usually there is **one-to-one cooperation** of a volunteer and a client (also with two clients if they are siblings).

We assume that a volunteer should work with a child for at least one term/semester, nevertheless the best case is when the cooperation carries on longer. The IQRS volunteers are mainly secondary school and university students, but in 2008 two volunteers from the United States also joined the team in order to teach English to a group of both children and adult students.

With regards to its character and specifics, volunteering is a **long-term service**.

Besides the volunteers participating in the individual tutorial classes on a long-term basis, 8 volunteers also helped IQRS organize some of the special events, such as the International Roma Day or many events that take place in the IQRS Low-Threshold Facility for Children and the Youth.

Good practise example:

Our volunteers assist some schoolchildren before a summer re-sit once a pupil fails the regular term, being “unclassified” (getting no final mark at the end of the term). The intensive volunteer’s assistance hugely increases the child’s chances to succeed and therefore avoid having to go through the same grade once again (the Czech system

of undertaking the whole 2-term grade in case of a failure), join a new class of pupils who are one year younger and this way get generally behind the education schedule.

Some of the employees were recruited from our former volunteers both from the majority and the Roma community. Some of them had first sought the organization's service as clients, then they became volunteers and later on started working with IQRS as employees. IQRS supports the effort of volunteers/competent clients from the Roma community by offering them a job contract.

From a volunteer to an employee – IQRS employees' experience

→ Romana (26)

"I first contacted IQ Roma servis in 2007, because I needed to improve my PC skills and English. I was then studying at the prep class of the Faculty of Education and needed to fill those gaps. During my studies I gradually learned more and more about the organisation and started to feel interested in the way it works, its projects, aims and visions. While working on my order withing my individual plan, I became a volunteer and helped with some events.

As a volunteer I took part in preparations for a weekend event where the pedagogical programme workers participated along with the head of the programme. After this event I was offered a job within the company. At the same time there was also a demand for a pedagogical worker in the low-threshold club in IQ Roma servis. I succeeded at the selective procedure and now it's been my third year in the company. At present I work as an education consultant – helping our clients with the right choices regarding their further education. I had some suggestions and remarks about how IQRS works and so I wanted to become part of it and help influence and change things..."

→ Božena (61)

"I didn't want anything for my work, no salary, I just wanted to help...but I was soon offered a job with the IQRS...and I kept asking everyone to take me to the families..."

I spent my whole life working in a kindergarten, I raised two children, put them through university, my daughter is a psychologist and a politician, my son is a cardiact surgeon. Both my kids have Romany nationality stated in their IDs and they're proud of it...

My age made me think what the world will look like when I'm not here anymore...So I'm thinking about the Roma, why do they suffer and face so many problems within the society. So I was thinking about some education work, I wanted to go to families and keep telling them they shouldn't forget about the future of their children. So that they

could live better lives, have their jobs, their bread, their dignity, their rights just as everybody else. Because our society – and I've felt this way my entire life – is helping. There are wonderful people here, people without prejudice who want to help. I got a job with a company that convinced me about all of this. I feel really happy about this. I feel the whole team wants to deal with problems, help with education, housing, everything that's part of everyday life.

Now I've started working with small kids, I founded a Parent Centre in the organization, it helps me in achieving my mission –both with the parents and grandparents of my young clients. I want to be a living example that it's possible, that our clients can get a better life, too, that they can change it. I want to work here as long as I'm able to. I was offered my original job in the kindergarten, but I decided to stay with the Roma kids, because I believe they need me more...The organization helped me with everything, met my needs, I got everything I wanted here and I appreciate that very much. It's a friendly, open-minded environment, no gossips, just mutual respect and help among the workers."

5. Recruitment of volunteers

Both the promotion of volunteering and recruitment take place mainly at Brno colleges and universities among students majoring in the humanities (most often social work, social pedagogy, special pedagogy, pedagogy, psychology etc.). The means of promoting and recruiting volunteers is mostly **lectures for students**.

Besides this direct form of addressing possible “applicants”, there are as well **promotion posters** published every three months. Those are distributed among *schools* and *cultural institutions*, such as cinemas or theatres, and also *student clubs and coffee bars* around the city.

We believe this could be suitable means of reaching potential volunteers/ambassadors in the migrant communities – mainly through *the media and local institutions* that are somehow interconnected with migrants’s everyday life and needs. Therefore it might be important to present the goals of the project and attract attention through *PR activities* (meetings with local authorities, negotiations, good-quality leaflets, etc.).

Active detection of prospective ambassadors in their neighbourhoods can also be attempted as a very direct form of recruitment, possibly using knowledge of the community life as much as possible (who to speak to, where to go).

The information system of the Masaryk University in Brno is another form of addressing those who might be interested – here IQRS regularly publishes a volunteering advertisement.

There is also a special section for volunteers on the **company’s website** (see: www.iqrs.cz).

The organization assigns an employee to be the **Coordinator for volunteers**. He/she coordinates and is in charge of the whole volunteer service.

The Coordinator and a volunteering applicant arrange the first **entry meeting** where the main aim is to find out about the applicant's motivation, expectations, and his/her ideas of the volunteering service. At the same time, the Coordinator gives information and feedback on the character and principles of volunteering in IQRS. The goal of the first meeting is to **harmonize the applicant's expectations and the needs and possibilities of the organization and its clients**. During the entry meeting, the applicant is also given general information on the organization activities and specifics of work with the target group, and receives the company's Annual Report with a reference to relevant websites he/she can study. The entry meeting takes about 1.5 hour.

The methods of motivating volunteers are based on individuals' intrinsic and extrinsic motivation. Besides the students who need some volunteering for their studies, it is important to focus on the volunteers motivated by their altruistic feelings. Taking into consideration the target group and the experience of our organization, it is preferable to get the volunteers involved in the whole process of individual client work. The volunteer should **witness the change** (preferably a positive one) which his/her work caused in the client. A regular reflection of the development of the client's situation is necessary and should occur on the following levels of communication: volunteer-client, volunteer-tutor and tutor-client.

If the volunteer is at the same time a member of the target community and is supposed to offer service to its members, in that case it is advisable to consider his social status within the community to prevent risky situations. We believe it is convenient to recruit the volunteers from the first generation of immigrants since there is a stronger probability that they hold high opinions on the socio-economic integration in the country of residence. The subsequent generations are more likely to experience frustration and negate the social system of the host country.

Sustainability and stability of the volunteer base is equal to the **effort which is invested into them by the organization** and to the capacity of the organization to resolve the possible difficulties which will the volunteer surely encounter while working.

6. Volunteers' guidance and empowerment

This chapter speaks about volunteers' gradual and natural empowerment through means that should be well-transferable to the needs of the LC project, as it is possible to assume that the starting position of the volunteers is somewhat similar or identical.

After the entry meeting the applicant takes his/her time to consider how much time can he/she dedicate to volunteering and when, and also gets a chance to meet the clients (usually spends one afternoon in a low - threshold club).

If the applicant decides to become a volunteer, *the Agreement on volunteering* is signed. The agreement defines the scope of work, its contents and the project duration as well as the rights and duties of both the volunteer and organization (see the Agreement form in the attachments).

The applicant needs to submit a *criminal record* (with no record) upon signing the Agreement. Then the volunteer is ***acquainted with the organization's activities*** (especially the IQRS vision and mission – so that the volunteer can identify with the organization's goals) and receives a training on ***Work and Health Safety*** (according to the internal regulation and legal requirements). The IQRS ***Code of Ethics*** and ***various approaches to work with the target group*** are also discussed with the volunteer. This meeting takes about 3 hours.

Afterwards the volunteer is assigned a client. The assignment is based on how the clients's demand and the volunteer's offer match. These are often clients who cooperate with the organization on a long-term basis (visit low-threshold club, PC classes etc.). The assigned teacher from the organization's team will carry out the first family screening where he/she focuses on the cooperation with the child's family, appropriate room for learning etc. Then *the assigned teacher accompanies the volunteer on his/her visits to the clients' families and assists/facilitates the first meeting between*

the client and the volunteer. Within this meeting the parties are introduced and future cooperation is arranged (place and time of the tutorial classes).

After 2-3 meetings (tutorial classes), the volunteer and the client meet the Coordinator for volunteers at an interview meeting. There they reflect their first feelings and impressions. In case there are some issues that need to be cleared up, the Coordinator immediately deals with them in cooperation with the client's family.

Consequently the volunteer regularly visits (usually once a week) his/her clients to give the tutorial classes. He/she keeps a record of the contacts in a form of an attendance sheets (which include the date and content of the class, a parent's/another legitimate representative's and volunteer's signature). The volunteers hand in the sheets by the 5th day of the following month to the Coordinator for volunteers. He/she then enters these contacts into the IQRS electronic database.

There are other means of guiding, empowering and educating which IQRS applies to its full-time employees and that might be considered suitable aids for work with volunteers as well.

A person who is new on the job, gets his/her tutor/coach, which is a more experienced colleague, leading and assisting the new one for the first 3 months (this period can be longer/shorter according to the new worker's needs and capabilities). The goal here is to pass on knowledge and know-how, and to be a reliable source of information and support in unknown environment for the new colleague. Moreover, this process is often mutually beneficial as the new person contributes to somewhat rooted ways of solving problems and work routines with new ideas.

Considering the nature of our clients' orders which may require multi-disciplinary solutions, it is also important the work roles within the team are specified and distributed if necessary. All the workers work with the clients, but they can also specialize in and cover e.g. a social area that they find particularly interesting. The team of "experts" then may be more effective without all the workers having to absorb

too much information from too many fields (e.g. social insurance “expert”, housing “expert”, school counselling “expert” etc.)

It is very important that the volunteers/workers are not left alone – there is always someone who can answer their questions and listen to their needs, discuss their suggestions and points of view. This is reached through the means of intervention with “personal” tutor/coach or other colleagues within the team, regular supervisions, lessons for volunteers, and both internal and external trainings for the workers. The work environment should be supportive, safe and open to new ideas and initiatives so that every volunteer/worker feels confident about the chance to contribute and perhaps even suggest changes of the current practise (e.g. the company’s/programme’s methodology – it should not be a rigid, “dead” document, detached from the real client work – ideally it is created and constantly revised by the team). With the chance to contribute, it is also easier and more natural to internalise the work methods and procedures.

Taking into consideration the fact that volunteering in general might be demanding, stressful and time-consuming besides being rewarding as well, we also believe it is important to consider the number of clients each volunteer/ambassador should work with to keep high-quality standards of his/her work and remaining beneficial and supportive to a client.

7. Volunteers' education

This chapter summarizes some of the good-practise methods we use when working with the volunteers and assist with their education. As the contents of work of IQRS volunteers and the future ambassadors will most likely resemble in some areas, we believe that those hints mentioned below can be used by our partners and be adapted to the nature of LC project.

Supervision is a mandatory part of the volunteer service (part of the Agreement on volunteer service). It is organized by the Coordinator for volunteers every 6 or 8 weeks. Based on our previous experience, the supervisions are organized in a form of consultations.

The volunteers perform a specific tutorial activity and despite the relationship of mutual trust and friendship with a client, they do not stay alone with their client to prevent themselves from facing possible ethic dilemmas or stressful situations. Therefore, the supervision is aimed at counseling in education and upbringing, the right use of methods, and forms of pedagogical work with regards to the specifics of the target group (e.g. frequent specific learning disabilities). Within every supervision, the volunteers reflect the cooperation, its development and the goals that were set with the client. The head of the Pedagogical Programme and the Coordinator for volunteers take part in the supervision and make a structured record.

Besides the regular supervision there are also lectures for the volunteers on various topics which supplement their education and competencies for volunteering service. The lectures are organized once in every three months. The volunteers can also take part in the Multicultural Section activities at the Pedagogical Faculty of Masaryk University in Brno. Here they can continue with further education and trainings as well as meet some fellow volunteers from other organizations and thus share their experience.

8. Checking on and assessing volunteer's work /cooperation with client

As mentioned above, one of the volunteer's duties is to keep track of the classes in the attendance sheet, which is handed in to the Coordinator for volunteers every month. Within the supervision, the activity over the period of time is reflected, the volunteers evaluate the cooperation with their client and his/her family. The volunteers also write a reflection of the cooperation with their client once in 6 months - they focus on evaluation of the cooperation in the following areas:

- possible difficulties at the beginning
- the course of the classes
- client's improvement
- the areas with room for improvement
- relationships within the family and at school
- client's relationship with the volunteer, etc.

The written reflection is then kept in the client's file within the electronic database so that it is possible to continuously keep track and follow the client's progress and the development of his/her order on a qualitative level. For the purpose of a qualitative assessment of the client, the school reports are used (twice a year with parents'/legitimate representative's approval).

Except for the regular evaluation done by the volunteers, the volunteer's work is also assessed once in a year by an appointed teacher. This activity is carried out as a semi-structured interview with the client's parents/legitimate representative, and its goal is again to evaluate the cooperation.

If necessary (e.g. if that is the outcome of the interview), the appointed teacher also communicates with school, most often with a relevant teacher in charge.

→ **Motivating volunteers and workers**

The whole process of volunteering is guided and regularly evaluated, which can be a handy tool to work with the volunteer's motivation as well. Besides all the above mentioned methodological devices that help the volunteer throughout the process, the IQRS volunteers are also encouraged to take part in the organization's educational activities and they are also given the chance to regularly use the computer lab and other sources of information.

There are similar motivational tools for the company workers as well – besides coaching by a more experienced colleague, supervisions, interventions, continuous methodological guidance and evaluation, there is a general need for an open and comfortable environment that is inviting to express one's opinions, suggestions, points of view, articulate one's needs and possible doubts – so that every volunteer/worker knows that every idea will be heard and listened to with respect and open mind.

IQRS's goal in the realm of human resources is to provide its volunteers and employees safe work environment with somebody to go to every time there is a need to and with good quality information, personal and organizational background.

9. Clients' rights

Both in providing social services and in projects based on “provider/mediator - user“ cooperation, it is very important that the clients's rights are carefully observed – everyone has the right to be treated with respect and unbiased approach. This chapter is therefore included in the manual as a list of good-practise examples that have worked both for us and for our clients, and a possible inspiration source.

It is one of our elementary principles that all our clients should be well-informed of their rights within the cooperation with a volunteer or an employee. A client usually receives this information during the very first few encounters and then continuously throughout the whole process of cooperation. Our clients' rights and the risks of violating them along with the recommended procedures for such cases are grounded in the following documents:

- particular programmes' methodologies
- the Ethical Code of the organization
- leaflets for clients

The list of rights of the IQRS clients

- The right to be provided the service we advertise.

How do we treat it: The client is informed of our service offer upon negotiating the cooperation agreement and is also informed of the rules that need to be obeyed by both sides.

- The right to be provided qualified assistance.

How do we treat it: The workers must have the required qualifications and continuously work on broadening their knowledge. New colleagues are under supervision and coaching by a more experienced worker (“tutor”). In case our service does not cover client’s needs, we provide contacts to other organizations so that there’s the continuity of the service. The employees follow the Programme’s methodology.

- Respect for the client, his/her needs and dignity.

How do we treat it: The employees follow the Code of Ethics and set up an individual plan with a client. This plan should always express client’s will and should be adapted to client’s abilities and possibilities. The goal is to enable client to accept his/her situation in a responsible and independent manner.

- The right to disagree with both the procedures and field worker’s behaviour.

How do we treat it: The client is informed of his/her right and possible ways to make a complaint – usually at the very beginning as well as throughout the cooperation.

- The right to refuse help and quit cooperating at any time without having to give a reason.

How do we treat it: We inform client of this fact and also provide him/her with other options (e.g. other NGOs that could assist the client)

- The right to be treated according to the principle of confidentiality.

How do we treat it: The worker informs client of the cooperation principles, pays great attention to personal data protection and always acts with a client's approval. If clients do not agree to provide their personal data, the record of the service is kept anonymously. In case the worker acts as the client's representative or receives client's mail, he/she can only do so on the basis of the power of attorney and with the client's approval.

- The right to be informed of other sources of help (other NGOs, counselling centers, specialized services etc.).

How do we treat it: The client is informed of other available services upon request or when the IQRS offer does not meet client's needs (e.g. need for specialized help – drug users, domestic violence victims, some of the sensory impairments etc.)

Clients' rights are continuously observed and discussed throughout the new worker's coaching/training by an "older" colleague, during supervisions, at regular meetings of the team, by evaluation of clients's complaints etc. In case of controversies or doubts about possible rights violation, all the workers have the right or even duty to discuss the issue at an individual intervision with the head of the programme, at supervision, with his/her coach/colleague or at the team/programme meeting. All the cases are handled with respect to both the client's and worker's rights and with regards to the valid methodology. If a new element/situation in the client work appears, it is the team's task to incorporate its description and the way of dealing with it into the methodology. This way our methodology is a "living" document, constantly tested by everyday client work and adapting to it.

The most common risks of violating clients' rights

→ Client's personal data are not protected efficiently (information leak, loss of personal materials etc.)

Measures we take: All the workers obey the rules of working with confidential and personal documents, avoid handling client's documents and travelling with them – preventing the loss of client's personal data and its misuse/abuse.

→ Client's privacy disturbed

Measure we take: All the workers respect the anticipated natural daily routines of the client families (e.g. the worker does not enter the household at the lunch time), always let the client know of their visit, consider the presence of other family members who might not be clients, never enter without being invited, polite manners and respectful behaviour at client's home.

→ Secrecy of post violated

Measure we take: All the workers try to avoid handling client's mail as much as possible and try to encourage client to search for his/her sources of help (e.g. a trustworthy family member, a friend etc.). In cases it is very important that the worker handles client's mail, there is always the power of attorney signed by the client. The worker's duty then is to immediately inform the client of receiving some mail.

→ Unequal approach towards clients with a contagious disease regarding the use of the toilet in IQRS premises (e.g. hepatitis A, B, C)

Measures we take: The clients are informed of the nearest public toilets in the neighbourhood. In reasoned cases (e.g. pregnant women, disabled clients etc.) the clients are allowed to use the toilet in the premises. If there is a chance the client might have a contagious disease, the worker who let him/her use the toilet must disinfect the lavatory afterwards.

→ Providing invalid or twisted information that can eventually worsen client's situation

Measures we take: The risk of providing invalid information is eliminated to some extent by the process of coaching new employees and by frequent external and internal trainings and lectures. It is also considered a legitimate procedure to consult client's issue with other team members first in case of a doubt and provide the information to the client during the next meeting. In case the worker realizes that the information provided was wrong, it is his/her duty to contact the client without delay and try to fix the situation and eliminate possible negative consequences.

→ Restraining client's will by the field worker (e.g. convincing client to do what the worker wants regardless of client's own will)

Measures we take: All the workers try to internalise and incorporate the empowerment principle in their client work by the means of the methodological procedures (supervisions, client work evaluations, team meetings etc.). The workers also give useful feedback on each other's work. The goal of every worker is to stress out client's support over worker's control. The methodology also contains description of specific situations that might require restraining client's will for his/her own benefit (e.g. fire, client's mental state that could lead to self-harm or could be a threat to others, etc.).

→ Discriminating behaviour of the field worker

Measures we take: Every worker is obliged to obey the organization's Code of Ethics and act according to the methodology. In case a worker notices his/her colleague's discriminating behaviour, they point this out to the worker and to the head of the programme if necessary. In case the worker still acts in a discriminating way despite going through supervisions or consultations, the worker is penalised according to the Sanction Regulation of the organization.

10. ATTACHMENTS

10.a Model Internal Directive on Work with Volunteers

1. Initial Provisions
1.1. This Directive regulates the rules of cooperation with volunteers in IQ Roma servis, o. s. (hereinafter the "Organization").
1.2. Volunteers are persons performing activities for the Organization in their free time on the basis of an agreement to perform volunteer service; the volunteers are not entitled to a payment for the performance. The service for the Organization includes help to members of national minorities, unemployed persons, socially disadvantaged persons and youth, in particular.
1.3. An authorized person of the Organization shall be understood as an employee of the Organization responsible for the coordination of volunteers (hereinafter the "Coordinator of Volunteers"). The Coordinator of Volunteers may authorize another employee of the Organization to supervise individual persons performing volunteer service in the Organization (hereinafter the "Manager of Volunteers").
1.4. This Directive is based on the Employment Guidelines, the Rules for Filing, Archiving and Destruction of Documents and the methodology for services in the Organization.
1.5. The Directive is binding for all Organization's units and volunteers.
2. Selection of Volunteers and Volunteer Service Agreement
2.1. Any natural person meeting the following requirements can become a volunteer in the Organization:
a) age 15 years or more;
b) no criminal records, i.e. having a clean record;
c) respect to Organization's values specified in the Organization's Articles of Association and the Ethical Code which is an annex to the Employment Guidelines.
2.2. Volunteers are selected by the Coordinator of Volunteers, who can invite Supervisors of Volunteers or Programme Managers to the selection procedure.
2.3. At the first meeting, volunteers are inquired about their motivation and interests and acquainted with the Organization's activity and the conditions of the volunteer service in the Organization, in general.
2.4. In case the volunteer and the Organization agree on cooperation, they conclude a written volunteer service agreement (hereinafter the "Agreement") which can be signed by the Coordinator of Volunteers as an authorized person on behalf of the Organization. A model agreement is available in a file on the server together with this Directive.

3. Rights and Obligations of the Volunteers
3.1. Rights of the volunteers:
a) performance of volunteer activities in the Organization on the basis of the Agreement and instructions of the Coordinator of Volunteers or the Manager of Volunteers;
b) provision of common work equipment needed for the performance of the volunteer service;
c) payment of documented costs relating to the performance of volunteer activities and incurred after they have been approved by the Coordinator of Volunteers;
d) obtaining information about possible risks associated with the performance of the volunteer service and about occupational safety rules provided by the Coordinator of Volunteers before the volunteer service begins;
e) in the case of a long-term volunteer service, i.e. over 3 months and for more than 50 hours, the Organization issues, at the request of the volunteer, a volunteer's certificate stating the total hours and the period of performance of the volunteer service;
f) participation in Organization's educational activities offered by the Coordinator of Volunteers;
g) right to terminate volunteer activities by agreement or by terminating the Agreement;
h) right to use anonymous information obtained during the performance of the volunteer service in the Organization for their own diploma thesis or research.
3.2. Obligations of the volunteers:
a) strict protection of personal data and confidentiality – volunteers are obliged to consider the information obtained about the clients during their service in the Organization strictly confidential even after their volunteer service is over and they can only talk about it with their colleagues in the IQRS work team or at supervision sessions for volunteers organized by the Organization;
b) participation in regular supervision sessions for volunteers;
c) reporting their activities to the Manager of Volunteers; the volunteer reports his/her activity to the Manager of Volunteers once a month always at the end of the month – by e-mail or in person – unless otherwise specified in the Agreement;
d) compliance with the Organization's Ethical Code;
e) conscientious performance of volunteer activities conforming to the role and objectives of the Organization as specified in the Articles of Association.

4.	Rights and Obligations of the Organization
4.1.	Rights of the Organization asserted by the Coordinator of Volunteers or a person appointed by him/her:
	a) determination of tasks, volunteer work management, supervision, reporting and volunteer work assessment;
	b) use of free volunteer services within Organization's activities;
	c) requirement of regular participation at supervision sessions for volunteers;
	d) termination of cooperation with the volunteer by agreement or by giving notice in case the volunteer does not comply with the conditions determined.
4.2.	Obligations of the Organization for the fulfilment of which the Coordinator of Volunteers is the person responsible:
	a) organization of regular supervision sessions for volunteers;
	b) reporting volunteer activities within the fulfilment of projects;
	c) protection of volunteers' personal data;
	d) securing a smooth process of the volunteer service, primarily the provision of work equipment and background needed by the volunteer to perform his/her work;
	e) payment of approved documented costs associated with the performance of the volunteer service;
	f) providing information about possible risks associated with the performance of the volunteer service before it begins, occupational safety training performed by the Coordinator of Volunteers before the volunteer service begins;
	g) issuing a volunteer's certificate (in case the volunteer is interested and proves a long-term volunteer service, i.e. over 3 months).
5.	Communication between the Volunteer and the Organization
5.1.	Communication with volunteers is ensured by the Coordinator of Volunteers or a person appointed by him/her who then conveys general information to the Coordinator of Volunteers about work with the volunteer. The regularity and form of the communication shall be arranged by agreement according to the needs but at least once a month in the form of a personal meeting or by e-mail.
5.2.	The basic time framework of the performance of the volunteer service is determined in the Agreement and the extent of the cooperation shall be continuously concretized in form of an agreement between the volunteer and the Coordinator of Volunteers.
5.3.	Volunteers shall discuss their possible questions and problems with the Coordinator of Volunteers, the Manager of Volunteers or the Supervisor. In exceptional cases, the volunteers can appeal to a person directly superior to the Coordinator of Volunteers.
5.4.	The Coordinator of Volunteers keeps records about active volunteers and volunteers who have asked for being included in Organization's distribution lists after they terminated their activities for the Organization, according to the Rules for Filing, Archiving and Destruction of Documents. The general administration uses these lists to invite the volunteers to events and campaigns and to send them news etc.
6.	Final Provisions
6.1.	The person responsible for the verification of validity of this Directive shall be the Coordinator of Volunteers, who also checks compliance therewith.

10.b Model volunteer agreement

AGREEMENT TO PERFORM VOLUNTEER SERVICE	
Organization:	IQ Roma servis, o. s. identification number: 653 41 511 registered office: Cejl 49, 602 00 Brno
And	
Volunteer:	born: permanent address:
conclude the following Agreement to Perform Volunteer Service	
I	
Subject Matter of the Agreement	
1.	The volunteer shall perform volunteer service within the activity of IQ Roma servis, o.s.
2.	The volunteer service consists in
3.	The volunteer promises to perform the volunteer service properly and conscientiously according to his/her capacities, knowledge and skills. The volunteer promises to fulfil Organization's instructions given in compliance with legal regulations when performing the volunteer service.
4.	The place of performance of the volunteer service shall be the branch of IQRS, Hybešova 41, Brno, or as needed.
5.	The volunteer will perform the volunteer service from
6.	The volunteer shall not be entitled to a payment for the performance of the volunteer service.
II	
Rights and Obligations of the Volunteers	
1.	The volunteer promises to participate in the pre-acceptance preparation session for volunteers at which the Organization provides detailed information about the performance of the volunteer service.
2.	When performing his/her volunteer service, the volunteer promises to comply with the Organization's Ethical Code which is an annex to the Employment Guidelines. By signing this Agreement, the volunteer declares to have acquainted with the Ethical Code of the Organization and the Directive on Work with Volunteers.
3.	The volunteer promises to properly manage the resources entrusted to him/her, to protect them from damage, loss, destruction or misuse.
4.	In the case of sickness or other matters preventing the volunteer from the performance of the agreed service, the volunteer shall be obliged to inform the Coordinator of Volunteers of this fact sufficiently in advance.
5.	The volunteer promises not to disclose any data obtained about the clients or internal processes of the Organization during the performance of the volunteer service. The volunteer hereby acknowledges that all data and information stored in the computer units of the computer network are considered a business secret of the Organization. In the case of a breach of the confidentiality obligation, the volunteer shall be obliged to pay a penalty of CZK 10,000 to the Organization. The volunteer's obligation to pay compensation shall not be affected.
6.	The volunteers can use the information obtained in relation with work with the client for study purposes but under the condition that it is not possible to identify the person being mentioned; in particular, the volunteer must not use the name, address, date of birth or birth identification number and other identifiers which might lead to the identification of the person.

7.	The volunteer promises to participate at the supervision session once every 6-8 weeks (depending on the type of the activity).
8.	The volunteer shall be entitled to refuse to perform a volunteer activity which he reasonably believes to imminently and seriously threaten his/her life or health, or the life or health of other persons. Such a refusal cannot be considered as non-fulfilment of the volunteer's obligations.
9.	The volunteer shall be obliged to report the performed activity according to the Organization's system of recording job performance.
10.	The volunteer shall be obliged to take care as far as possible of his/her safety and health and the safety and health of persons imminently affected by his/her actions.
11.	The volunteer shall be obliged to respect the prohibition on the use of alcohol drinks and addictive drugs during the performance of the volunteer service.
III Rights and Obligations of the Organization	
1.	The Organization promises to fulfil its obligations as the sending as well as receiving organization.
2.	The Organization shall provide work equipment for the performance of the volunteer service depending on the current needs for the performance of the service activity and the financial possibilities of the Organization. In the case of payment for a travel order, the money shall be transferred to account number:
3.	The Organization promises to provide pre-acceptance training to the volunteer including information about possible risks associated with the performance of the volunteer service and representing a possible threat to his/her life or health.
4.	The Organization promises not to allow the volunteer to perform work that is clearly inadequate to his/her competence, age, skills and knowledge.
5.	During the performance of the volunteer service, the Organization shall be entitled to request the volunteer to submit an up-to-date statement of criminal records or a medical fitness certificate if required for the performance of the volunteer service.
6.	The Organization shall be obliged to inform the volunteer of all changes relating to the performance of the volunteer service.

IV
Final Provisions

1. Documentation collected about persons performing volunteer service shall be kept for the period of performance of the volunteer service. Volunteers' contact details can be archived, on the basis of their approval, to send them Organization's information materials after the termination of performance of the volunteer service and projects.
2. Issues not regulated in this Agreement shall be governed by the Volunteer Service Act, as amended. This Agreement can be terminated by agreement between the parties or by written notice delivered to the other party.
3. Amendments to this Agreement can only be made in writing by mutual agreement between the contracting parties. The Agreement is made in two copies and each of the contracting parties shall receive one copy.
4. This Agreement is concluded for the period of

Brno, date

.....
volunteer

.....
on behalf of the Organization

I agree with the archiving of my contact details to receive information materials about the activity of the Organization after the termination of performance of the volunteer activity.

.....

10.c Model Volunteer Service Termination Agreement

Volunteer Service Termination Agreement	
<i>between</i>	
IQ Roma servis, o. s. registered office Cejl 49, Brno, 602 00 identification number: 653 41 511	
<i>and</i>	
volunteer: birth identification number address.....	
I	
The parties have agreed that the volunteer service which the volunteer promised to perform in the Volunteer Service Agreement of, concluded according to § 5 of Act No. 198/2002, on volunteer service, shall be terminated on	
II	
The volunteer acknowledges that his/her obligation to remain silent about all data relating to the activity of the Organization and the performance of his/her volunteer service continues and that in the case of a breach of this obligation he/she shall be obliged to pay a penalty of CZK 10 000 to the Organization, which shall not exclude another possible obligation to compensate for the damage incurred.	
III	
The volunteer has returned all work equipment lent him/her to perform the volunteer service.	
Brno, date on behalf of the Organization volunteer

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