

Module: 3" Human Resource Management"

LU: "Managing Employee Performance" (N11)

WBL Activities

Partner: Olympic Training, Greece

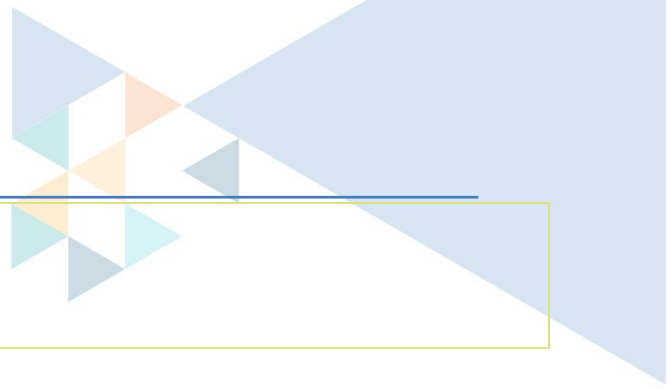


WORK-BASED LEARNING (12 Hours)

During your presence in the social enterprise identify the motivational strategies of volunteers by using the Functional Approaches to Volunteerism

1. Contact **three volunteers** in the SE and discuss with them about their role in the social enterprise and the reasons that pushed them in volunteering and continue to volunteer in this SE. Put the relevant information in the templates given below:

Volunteer A	Description
Age	
Gender	
Educational Background	
Main Profession	
Position in the SE	
Obligations and Tasks	
How much time does he/she spend on this job?	
How relevant is the undertaken role in the SE with the former experience	
How does he/she see himself/herself in two years from now? (in terms of job, status, education etc)	
What kind of rewards that you receive mobilize you in providing your services in the SE?	
Do you enjoy the working climate/environment?	



Is there anything that discourage you for continuing volunteer in this SE?	
---	--

Volunteer B	Description
Age	
Gender	
Educational Background	
Main Profession	
Position in the SE	
Obligations and Tasks	
How much time does he/she spend on this job?	
How relevant is the undertaken role in the SE with the former experience	
How does he/she see himself/herself in two years from now? (in terms of job, status, education etc)	
What kind of rewards that you receive mobilize you in providing your services in the SE?	
Do you enjoy the working climate/environment?	
Is there anything that discourage you for continuing volunteer in this SE?	

Volunteer C	Description



Age	
Gender	
Educational Background	
Main Profession	
Position in the SE	
Obligations and Tasks	
How much time does he/she spend on this job?	
How relevant is the undertaken role in the SE with the former experience	
How does he/she see himself/herself in two years from now? (in terms of job, status, education etc)	
What kind of rewards that you receive mobilize you in providing your services in the SE?	
Do you enjoy the working climate/environment?	
Is there anything that discourage you for continuing volunteer in this SE?	

- Based on your discussions with them identify the factors that motivated them for volunteering. What kind of motives do they have (extrinsic or intrinsic)? Under which category of volunteers in relation to the **functional approaches to volunteerism** would you include them?
- Then discuss with the SE's leaders about these three volunteers to a) find out their perspectives about the ideal profile for undertaking these certain positions that the volunteers possess in the SE and b) see their point of view about the volunteers' performance. Provide your input in the templates given below

Volunteer A	Description
Position that he/she holds in the SE	
Obligations and Tasks that this position entails	
Does he/she match with the ideal profile for this position ?	
During your cooperation with him/her have you identified the skills and competences that made you select him / her initially?	
Other attributes of his/ her character (e.g. patience, persistence, stubbornness etc.)	
Are there any benefits for volunteers?	
What kind of criteria you used for providing benefits to volunteers?	
Did those benefits had any impact on volunteers' performance?	

Volunteer B	Description
Position that he/she holds in the SE	
Obligations and Tasks that this position entails	
Does he/she match with the ideal profile for this position?	
During your cooperation with him/her have you identified the skills and competences that made you select him / her initially?	



Other attributes of his/ her character (e.g. patience, persistence, stubbornness etc.)	
Are there any benefits for volunteers?	
What kind of criteria you used for providing benefits to volunteers?	
Did those benefits had any impact on volunteers' performance?	

Volunteer C	Description
Position that he/she holds in the SE	
Obligations and Tasks that this position entails	
Does he/she match with the ideal profile for this position?	
During your cooperation with him/her have you identified the skills and competences that made you select him / her initially?	
Other attributes of his/ her character (e.g. patience, persistence, stubbornness etc.)	
Are there any benefits for volunteers?	
What kind of criteria you used for providing benefits to volunteers?	
Did those benefits had any impact on volunteers' performance?	



-
4. Combine the findings you received from volunteers themselves and from social enterprises' managers. Are there any contradictions? Is your initial estimation on the volunteers' categorization according to the functional approaches to volunteerism still valid? If not, proceed with the relevant modifications.
 5. Taking in account the different determinants that affect volunteers' motivation, prepare a short report to the SE founders with specific options/ solutions for each one of the above-mentioned characters so as to retain them in their SE.