Volunteer Planning and Integration

P2G volunteer activity creates significant added value in a Partnership—the expansion of the circle of individuals involved in local communities, strengthen ties with Diaspora Jewry and Israelis, strengthening of Jewish identity, building a connection to Israel and the fulfillment of the Partnership’s goals—which are the strengthening of the Jewish People and the State of Israel.

Planning the Work of Volunteers

The decision to integrate volunteers into the Partnership requires preparation and planning. The basic assumption is that volunteers contribute of their time and feel they are needed and doing something meaningful. Planning is based upon the assessment of the need for volunteers in the Partnership, through a strategy for effectively utilizing them, and finally a budgetary plan for the volunteer programs. The in-depth planning of volunteer activity combined with a long-term vision will result in a directed and efficient volunteer activity in the Partnership, on three levels: Partnership, volunteers, and the level of service providers in the Partnership.

Preparation for the Integration of Volunteers

It is important that the Partnership, as an independent body, carry out an internal process of clarification regarding its preparations for integrating and expanding its circle of volunteers. The preparation by the Partnership to integrate volunteers includes strategic thinking that takes into account all the means and resources that will be needed by the Partnership in order to make effective use of the volunteers. The involvement of various individuals in the Partnership (such as staff members, veteran volunteers, members of the Steering Committee and the P2G headquarters) will help advance volunteer activity in the Partnership. The process of preparation is centered on assessing the needs and characterizing them, the design of functions based on the relevant needs of each Partnership, and the definition of a designated budget for the management of volunteers.

The Stages in Planning Volunteer Activities

1. **Map the need** to include volunteers in the Partnership
2. **Definition of the positions** for volunteers and characterization of suitable profiles
3. **Construction of a budget** for volunteers in the Partnership
4. **Preparing the Partnership staff** to absorb volunteers
5. **Recruitment and selection** of volunteers
6. **Orientation and training** of volunteers
7. **Management of day-to-day work**: Guidance and support
8. **Compensation and recognition** of volunteers
9. **Evaluation** of volunteers in the Partnership
10. **Discontinuing the work** of the volunteer
Mapping the Needs, Abilities and Constraints in the Partnership

This process will assist the Partnership in understanding where and in what positions volunteers can be placed in existing and future programs and what are the abilities and constraints of the Partnership in implementing the volunteer program.

The process for mapping of needs will answer the following questions:

- What are the needs of the Partnership that can be met by volunteers? Leadership, managerial, strategic, professional, marketing and administrative needs.
- What are the needs of the volunteers that the Partnership will have to meet?
- What are the needs of the Partnership’s customers that can be met by the volunteers?
- What is the optimal situation for involvement of volunteers in the Partnership and what is the actual situation? What do we want to accomplish? Are the needs consistent with the Partnership’s goals and vision?
- What are the existing abilities and resources of the Partnership that are available for the development and implementation of a program of volunteer activity?
- What are the organizational abilities required in order to effectively use volunteers in the Partnership?
- What are the organizational constraints—logistics, budget, human resources—that should be taken into account in creating a volunteer framework?
- What are the constraints on the services provided by volunteers? What functions cannot be carried out by volunteers?

EXAMPLE: Mapping of needs, abilities and constraints

The process of formulating a policy for the management of volunteers in the Partnership includes the mapping of needs, the following constitutes a possible preliminary example of a mapping of needs in a Partnership:

**Needs of the Partnership**

**What are the needs of the Partnership that can be met by volunteers?**

- Membership in the various steering committees and subcommittees
- Professional/ representational assistance in advancing the P2G’s projects
- Assistance in creating ties and connections with important bodies in Israel and abroad
- Assistance in disseminating the values of the Partnership
- Assistance in fundraising for the Partnership
- Logistic, organizational or marketing assistance for project managers
- Hosting and escorting of delegations

**What are the needs of the Partnership’s customers that can be met by volunteers?**

- Social, professional and technical support for members of delegations
- Home hospitality for incoming delegations
What are the needs of the volunteers that will need to be met by the Partnership?

- Responsible figure to manage the volunteers in the Partnership
- Training, guidance and professional support for the volunteers
- Compensation that fits the motives and needs of the volunteer
- Recognition, appreciation, growth and development

Abilities were identified in the Partnership with regard to the use of volunteers

- Provide volunteers with status, reputation and influence in the community.
- Provide volunteers with a connection to the Jewish People in the Diaspora
- Provide a professional platform for projects in the field
- Allocate resources and budgets to existing needs in the field
- Actively manage Partnership volunteers
- A high level of accessibility to a large variety of people in the community

Constraints were identified with regard to the use of volunteers in the Partnership

- Political constraints – tension between the needs of the Partnership and those of the local government
- Constraints on the types of functions that can be provided to volunteers
- Constraints on administrative time – the small number of professional staff and the lack of a director of volunteers in the Partnership
- Budget constraints
- Constraints on the use of ad hoc volunteers – The use of one-time volunteers requires a large investment of resources in their management and in the creation of a feeling of commitment and belonging to the Partnership

The following is required of the director of volunteers prior to expanding volunteer activity in the Partnership

1. To understand and fully clarify the benefits of using volunteers in the Partnership.
2. To carry out an assessment of needs, abilities and constraints.
3. To define the existing situation and the optimal situation with regard to the use of volunteers in the Partnership.
4. To define functions and tasks for volunteers to meet the defined needs.
## Tool: Mapping the needs, abilities and constraints of the Partnership

### A Model for the Analysis of Using Volunteers in the Partnerships

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
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<tbody>
<tr>
<td><strong>Strengths and weaknesses—the Partnership’s current challenges</strong></td>
<td><strong>Weaknesses in the management of volunteers in the Partnership?</strong></td>
</tr>
<tr>
<td>• What are currently the strengths in managing volunteers in the Partnership?</td>
<td>• What are the current weaknesses in the management of volunteers in the Partnership?</td>
</tr>
<tr>
<td>• What are we doing correctly with respect to the management of volunteers?</td>
<td>• What do we need to improve with respect to the management of volunteers?</td>
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<tr>
<td>• What creates a feeling of satisfaction among the volunteers?</td>
<td>• What bothers the volunteers in the Partnership? What are they lacking?</td>
</tr>
<tr>
<td>• Does volunteer activity advance the Partnership and if so, how?</td>
<td>• Does volunteer activity hold back the Partnership and if so, how?</td>
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</tbody>
</table>

### Needs

- What needs of the Partnership can be met by the volunteers?
  - Leadership, managerial, strategic, professional, marketing and administrative needs.
- What are the needs of the volunteers that can be met by the Partnership?
- What are the needs of the Partnership’s customers that can be met by the volunteers?

### Abilities and constraints—future challenges of the Partnership

<table>
<thead>
<tr>
<th>Abilities</th>
<th>Constraints</th>
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<tbody>
<tr>
<td><strong>Abilities and constraints—future challenges of the Partnership</strong></td>
<td><strong>Which functions cannot be filled by volunteers?</strong></td>
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<tr>
<td>• How many volunteers and how much of their time is needed to meet the aforementioned needs?</td>
<td>• What are the organizational constraints (logistic, budget and manpower) that should be taken into account in creating a structured volunteer framework?</td>
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<td>• Which abilities exist in the Partnership for the development of a structured volunteer framework?</td>
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<td>• Which abilities need to be developed?</td>
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