

VOLUNTEER POLICIES

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The following describes policies to be followed in the voluntary activities of Aalto University Student Union (later referred to as AYY). The policies describe a volunteer's "life cycle" from recruitment to the end of the position and assessment, and determine the relationships between the recruiter, the recruited person and AYY's permanent organisation as well as support for activities.

This document may be updated by decision of the AYY Board if necessary.

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1 Introduction and goals

Volunteers are the heart of the Student Union. Volunteer policies determine how AYY prepares and coordinates activities and provides feedback. In addition, the policies explain how AYY takes care of the orientation, training and communication of the student union practices and processes. The aim of the document is to ensure that volunteers feel that they are valued members of the community and volunteer groups are supported in their daily activities in accordance with the volunteer policies.

In this case, volunteering should not be interpreted according to the traditional Finnish notion, but the interpretation of the Finnish word should be somewhat extended. In French, there are two words for a volunteer: *volontaire* (volunteer) and *bénévole* (unpaid). A person may work voluntarily even if they receive compensation for the work. In this text, a volunteer refers to *bénévole*, but the entire organisation is developed so that everyone could be *volontaire*.

Volunteers participate voluntarily in the activities of the organisation because they feel involved. Shared values and appreciation, strong involvement of individual members in decision-making and the aim to guide and lead activities in the same direction rather than dictating activities from a higher position are crucial factors in creating and maintaining the motivation of volunteers. In the management of various voluntary groups, equal emphasis is placed on leadership and guidance, as well as the difference between the management of volunteer activities (issues) and volunteers (people).

AYY's work community consists of people who are committed to the organisation full-time or part-time, whose obligation to the organisation is based on an employment contract or a position of trust. A good work community respects all of its members as individuals, trusts its people and is both productive and comfortable at the same time.

AYY's operations must continue to be developed so that everyone has the opportunity to influence the content and goals of their own work and AYY's volunteers are perceived as distributors to the work of the permanent organisation rather than separate actors doing their own "volunteer stuff".

In connection with AYY's summer project 2010, a working group set a goal of transforming Aalto University Student Union from a work community into a voluntary organisation. The principles and goals of AYY's volunteering will be updated as part of AYY's community

structure project during 2021. These policies were created in 2010, updated for the first time in 2016 and again in 2021.

2 Decisions and bylaws guiding volunteering

Several decisions and bylaws, as well as the Finnish law, guide the activities of the Student Union and thus also the voluntary activities of the Student Union. These include, among other things, the Universities Act, the Act on Equality between Women and Men, Equality Act, bylaws within Aalto University, AYY's bylaws, rules of procedure of the Board, Administrative and Economic Regulation, Language Regulation, strategy, AYY's values and various decisions of the Board, such as the listing of strategic events and guidelines for sustainable development. Every AYY volunteer is expected to commit to decisions and bylaws that guide operations. Ultimately, the employee in charge of volunteers ensures that the guidelines are followed.

The bylaws and decisions of the Student Union can be found in the volunteers' Sharepoint and their content is presented both in the shared training sessions and the meetings of volunteer groups.

3 AYY's organisation structure and volunteer field

Aalto University Student Union is a service and advocacy organisation for approximately 14,000 members and its goal is to provide the best student life in the world for its members.

3.1 AYY as an organisation

The organisation of Aalto University Student Union is divided into three parts: services, advocacy and community, and support activities.

AYY's operations are directed by an elected 45-member Representative Council, which represents all members of the Student Union and exercises AYY's highest decision-making power. The Representative Council decides, for example, on AYY's policies and strategy, as well as the annual plan of action and budget. In addition, the Representative Council elects the Board for the Student Union, the purpose of which is to ensure that the direction set for the activities by the Representative Council is implemented. The AYY Board participates in the daily activities of the Student Union. In addition, Executive Director acts in close cooperation with the Board and the Representative Council. Executive Director is responsible for ensuring general legality and conformity in the student union activities and administration and for preparing, informing and implementing decisions of the Student Union's decision-making organs, such as the Representative Council and the Board.

Each sector has a board member in charge of the sector and a chief or director as well as a varying number of other specialists, i.e. employees with their own areas of responsibilities. The Student Union's leading officers are Executive Director and Financial Director, who act as the employer's representatives in relation to the other staff. The Board may appoint sections, committees and other working groups to assist the Board if necessary.

3.1.1 Decisions addressed at the board meeting

The rules of procedure of the Board explain the decision-making process and how the agenda for matters to be addressed at meetings is prepared.

In volunteer matters, an issue may be presented to the Board at the initiative of a board member, employee, volunteer group or the chair of a volunteer group. The aim is to involve relevant parties when preparing decisions. Matters are first addressed in the morning session of the Board, after which they are discussed at the Board meeting, where they are either approved, rejected or shelved. According to the rules of procedure of the Board:

Section 8 Agenda

The Executive Director and the Chair of the Board are jointly responsible for preparing the agenda for a Board meeting. The Board meeting will address the items on the agenda.

A matter that is not on the agenda may be addressed if the Board so decides by at least two thirds (2/3) of the cast votes.

Chapter IV Processing of matters

Section 10 Disqualification

Board members are disqualified to participate in decision-making that concerns themselves personally. Disqualifications are determined by the Chair of the meeting; however, in case of dispute, they are determined by a simple majority of the Board.

Section 11 Decision-making order

If there is a consensus on a matter, or if the counterproposal for the proposal provided as the basis for a presentation is not supported, the Chair must determine the decision. Otherwise, the Chair must determine the proposals that must be voted on. After this, the Chair must present a voting method for the Board's approval and, if there are several votes to be conducted, also the order of voting. In elections of persons, or when two (2) Board members so require, the vote is conducted through secret ballot. If the votes are tied, the Chair has the deciding vote; however, in elections of persons, decisions are made by drawing lots.

Section 12 Shelving

A matter presented for the first time must be shelved until the next Board meeting if at least two (2) Board members so require. A renewed shelving of a matter requires a majority of the cast votes. A matter that is not on the agenda must be shelved if one (1) member so requires. If a matter is presented in a significantly modified form due to new reports or presentations, it is considered as being presented for the first time.

Section I3 Dissenting opinions

A Board member may present a dissenting opinion on a decision that they have opposed by making a counterproposal or in a vote. A dissenting opinion may also be presented on the Chair's interpretation. A Board member who wishes to present a dissenting opinion must verbally express this as soon as the decision is declared and submit their opinion in writing to the secretary within the time period reserved for the reviewing of the minutes. A dissenting opinion is always entered into the minutes.

3.2 AYY's voluntary field

The Board appoints sections, committees and working groups that act as volunteers, as well as the members of the collective committees. Each volunteer group has a board member in charge of activities as well as an employee, most often a producer.

Sections, committees and working groups operate in several sectors of the Student Union, and they differ in terms of their job description and size. The same policies concern all of them when applicable.

The nature and function of various voluntary groups varies within the organisation. According to the rules of procedure of the Board, the Board may appoint various volunteer groups to assist in its work. Committees can be either recruited for a specific task or collect the persons in charge of different groups. There are two types of collective committees: those that only support and act as a liaison for their members, and those that also implement the student union activities. These policies apply to all AYY volunteers.

According to the rules of procedure of the Board

Section I4 Sections

The Board may establish sections for its assistance. The sections operate under the Board and are guided by the policies of the Board. The sections report on their operations to the Board.

Section I5 Committees

There may be committees operating underneath the Board and the sections. Where applicable, the operations of committees underneath the sections shall comply with the

provisions in these Rules of Procedure concerning the operations of sections underneath the Board.

Section I6 Other working groups

The Board may also establish other groups to prepare matters and to carry out other tasks. When appointing a preparatory body, the Board decides upon its duties, authority, term of office, Chair and members, reporting obligation and the Board member or officer acting as its contact person.

Section I7 Meetings and tasks

The sections, committees and other working groups convene by invitation of their Chair or Vice Chair when necessary. The sections, committees and other working groups prepare matters in their operational field for the Board, make initiatives to promote matters within their authority and operate within the limits of responsibility entrusted to them by the Board.

Section I8 Minutes

The sections, committees and other working groups prepare a memo or minutes of their meetings, and these are presented in a Board meeting for information.

The composition of the volunteer field should not be considered carved in stone but it should be modified as necessary as required by the situation.

4 Rights and responsibilities

In volunteering, it is important that both the permanent organisation and volunteers have clearly defined rights and responsibilities. Volunteers have certain rights and responsibilities, just as AYY has the responsibility to offer certain matters to volunteers and the right to expect certain matters from them.

In other words, everyone has the *responsibility* to actively produce certain matters and a passive *right* to expect certain matters to happen. At the beginning of each position, there is a discussion on the position to review how the different rights and responsibilities in this particular position are realised.

Rights

Volunteer/recruited person

- Influence the content of the position and participate in the discussion related to the position within the guidelines
- Receive adequate tools for the position
- Receive compensation for pre-agreed expenses related to one's duties

- Receive adequate orientation for the position
- Not to have unnecessary mental pressure
- Report any grievances to the trustee of volunteers
- Develop the position

AYY/recruiter

- Select, nominate and, if necessary, dismiss volunteers from their duties
- Give tasks and goals within the framework of the position
- Guide volunteer activities to achieve goals
- Benefit from volunteering
- Develop the position

Responsibilities

Volunteer/recruited person

- Train for the position
- Carry out agreed tasks
- Comply with policies regarding positions in AYY's Representative Council and the Board, as well as commit to AYY's values and guidelines
- Participate in position, development and assessment discussions
- Document the essential content of the position and provide orientation to one's successor
- Develop the position

AYY/recruiter

- Provide support as well as adequate training and guidance to succeed in the position
- Appoint a contact person
- Guide volunteer activities to achieve goals
- Arrange position, development and assessment discussions
- Evaluate the success of the position
- Reward and thank
- Address any grievances
- Develop the position

		PESTATTAVA/ VAPAAEHTOINEN	PESTAAJA/ AYY
OIKEUDET		<ul style="list-style-type: none"> Vaikuttaa pestin sisältöön ja osallistua pestiin liittyvään keskusteluun ohjeistusten puitteissa Saada tehtävänsä riittävät työvälineet Saada tehtävänsä liittyvistä, ennakoon sovitusta kuluista korvaus Saada riittävä perehdytys tehtävään Olla saamatta tarpeetonta henkistä painetta Ilmoittaa epäkohdista vapaaehtoisten luottamushenkilölle Kehittää pestiä 	<ul style="list-style-type: none"> Valita, nimetä ja tarvittaessa vapauttaa vapaaehtoiset tehtävistään Antaa tehtäviä ja tavoitteita pestin puitteissa Ohjata vapaaehtoisten toimintaa tavoitteiden saavuttamiseksi Hyötyä vapaaehtoistyöstä Kehittää pestiä
	VELVOLLISUUDET	<ul style="list-style-type: none"> Kouluttautua tehtävään Hoitaa sovitut tehtävät Noudattaa AYY:n edustajiston ja hallituksen pestiin liittyviä linjoja sekä sitoutua AYY:n arvoihin ja ohjeisiin Osallistua pesti-, kehitys- ja arviointikeskusteluihin Dokumentoida pestin olennainen sisältö ja perehdyttää seuraajansa Kehittää pestiä 	<ul style="list-style-type: none"> Tarjota tukea sekä riittävä koulutus ja ohjeistus tehtävässä onnistumiseksi Osoittaa yhteyshenkilö Ohjata vapaaehtoisten toimintaa tavoitteiden saavuttamiseksi Pitää pesti-, kehitys- ja arviointikeskustelut Arvioida pestin onnistumista Palkita ja kiittää Puuttua mahdollisiin epäkohtiin Kehittää pestiä

5 Life cycle of volunteer groups and positions



5.1 Needs assessment and establishment

Volunteers always have their own support group - a volunteer position is always a part of some volunteer group. A volunteer group or position can be established if there is a clear need in the operating environment or AYY for work that is suitable for a volunteer. A new volunteer position should not be established on light grounds: every volunteer is important and always takes some time from the permanent organisation; on the other hand, we should not be afraid of establishing positions, as each additional member in AYY's activities will bring up the members' voice.

New groups or positions can be mainly established at the beginning of the year when the needs assessment and recruitment process take place at the end of the previous year. When establishing a position, its effects on the operational planning of the organisation, the available working time, budget and other resources should be taken into account. In other words, before establishing a new position, it should be clear what its role and responsibilities are, how the position affects AYY's operational planning, who supports and is the person in charge of the volunteer, how the position and its activities are financed, and so on.

The Board may establish a new volunteer group or position in accordance with the process described in 3.1.1 *Decisions addressed at the board meeting*. Similarly, the content of a volunteer group or position may be changed by decision of the Board based on preparation involving various parties. A new volunteer group or position is presented to other operators as soon as possible.

5.2 Termination of volunteer groups or positions

A volunteer group or position may be terminated by the Board on the initiative of either a member of the Board, employee, volunteer group or the chair of a volunteer group. When preparing such decision, the aim is to involve relevant parties and address the matter in accordance with the process described in section 3.1.1 *Decisions addressed at the board meeting*.

5.3 Volunteer's term of office

A volunteer's term of office begins with recruitment and ends with a successor's orientation.

5.3.I Recruitment and selection

At AYY, every volunteer must be selected openly in accordance with applicable laws and regulations. Calls for applications must be published in the weekly newsletter and the website and, if necessary, on posters. AYY does not approve discrimination in any case. Open communication helps AYY to receive more and better applications.

Some of AYY's volunteers are selected through a separate recruitment process and some are selected for their position based on a board member position in a special status association, for example. The recruitment process is described below.

Recruited sections, committees and other bodies

Some of AYY's sections, committees and working groups consist of separately recruited volunteers, i.e. recruited persons. The selection criteria is published in connection with the call for application. Applicants are selected for an interview on the basis of a written application, i.e. all applicants are not necessarily invited for an interview. The final proposal is made by the interviewer, i.e. the recruiter, the employee in charge and the board member in charge, after which the selection proposal is presented to the Board, which either approves or rejects the proposal.

Requirements for all volunteer applicants:

- Willingness and enthusiasm to execute the activities of a volunteer group or position
- Active and flexible attitude
- Enthusiasm for teamwork and willingness to develop
- Having the time required for the position
- Commitment to AYY's volunteer policies

Advantages:

- Previous experience in the area of responsibility in the applied position
- Realistic understanding of the task and possible development ideas

In addition, we take into account the diversity of applicants and emphasise a diverse field of volunteers. The applicant has the right to request and receive grounds for the selection, regardless of whether the person has been selected or not.

RECRUITED PERSON

RECRUITER

Chair and vice chair of the section

Board member

Member of the section/chair of the committee

Chair or vice chair of the section

Member of a committee under a section

Chair of a committee

Chair of a separate committee	Board member
Member of a separate committee	Chair of a separate committee

Based on a needs assessment, the interviewer, employee in charge or a board member in charge may propose changes to the composition or names of the selected volunteer groups or positions also during the recruitment process. In this case, it must always be ensured that everyone whose work is affected by the change during the year of operation are aware of the change before its approval. As with the establishment of a new position, changes must be taken with sufficient seriousness, but they must not be feared. It should be easy to take on opportunities and development ideas that emerge during the recruitment process when needed.

Collective Committees

The members of the collective committees are selected on the basis of the announcements of associations. Once new members have been selected for an association, a representative of the association fills out a form asking representatives for each committee. The members of the committee are confirmed by the AYY Board based on a proposal from the chair of the committee, employee in charge or a board member in charge. The Board may either approve or reject the proposal in whole or in part.

5.3.2 Discussion on the position

A discussion on the position is part of the activities of recruited volunteer groups, in particular. The collective committees can also have discussions on the position, depending on their schedule and resources. The purpose of the discussion is to agree on common practices during a volunteer position and to go through the wishes and expectations of both the recruiter and the recruited person. A good discussion ensures that neither has any misunderstandings or “unwritten expectations”.

The discussion is confidential, one-on-one session, the purpose of which is to provide a solid basis for future cooperation. The recruiter and the recruited person participate in the discussion. Others may also participate if considered necessary. You should reserve at least half an hour for the discussion in a quiet place over coffee and buns. If possible, have a face-to-face discussion to make the most out of it.

5.3.3 Orientation

Every volunteer should be provided orientation for their position. The recruiter and the volunteer who have worked in the position in the previous year in cooperation with the employee in charge are primarily responsible for arranging a task-specific orientation. Simultaneous training needs (e.g. office practices or AYY’s organisation) are considered in

positions that start at the beginning of the year, in particular, and AYY organises common training sessions.

The orientation should provide sufficient skills and knowledge to succeed in the position. The details of the orientation should be agreed in the discussion on the position.

5.3.4 Acting in the position

The most important (and rewarding) aspect of volunteering is the work itself. Volunteers should be offered all the support and security promised in the discussion on the position, they should receive and give feedback and, of course, have fun. This is also generally the responsibility of the recruiter in cooperation with the employee in charge.

AYY's volunteers have various resources and other benefits available to succeed in their position. However, the use of individual benefits and resources depends on their availability, such as booking situations. Benefits in different positions are described in more detail in the following table. Naturally, the resources of a section or committee also apply to the chairs of sections and committees. AYY's resources and other benefits are intended only for AYY's volunteer work.

5.3.5 Development discussion

A development discussion will take place in the mid-term of the position. The recruiter and the recruited person participate in the discussion. The development discussion is similar to the discussion on the position, i.e. one-on-one, confidential and informal.

5.3.6 Assessment discussion

At the end of the term, there is an assessment discussion. As in previous discussions, the assessment discussion is held between the recruiter and the recruited person. If they wish, they can also include one's successor for the following year at least for some time, but this may reduce the confidentiality and openness of the discussion.

5.3.7 Orientation of the successor

At the end of the position, the recruiter and the recruited person are both in charge of the orientation of the successor. The division of responsibilities in the orientation are agreed in the assessment discussion, for example. The recruiter ensures that the orientation is carried out properly and the successor has sufficient information to act in the position.

5.3.8 Reserve

Successful position, development and assessment discussions commit volunteers to AYY's activities and possibly get them to continue in the activities in the future. Providing an adequate amount of thanks, feedback and rewards is equally important. Volunteer work is always valuable.

Former volunteers are a valuable source of information and support for new volunteers. Volunteers are encouraged to keep in touch with former volunteers and update their contact information to stay in touch. Former volunteers may be invited to annual celebrations or sector meetings, for example.

5.3.9 End of the term

A volunteer's term of office usually ends at the end of the year or other specified period unless the parties agree otherwise. After the actual term of office, volunteers should have time to provide orientation for their successor, finalise the will and archive. In this way, the successor is able to continue on a good foundation.

However, in some cases, the term of office may be terminated prematurely. The Board may dismiss a volunteer either at his or her own initiative or, in some cases, at the initiative of a board member, employee or a leader of a volunteer group if certain criteria are met.

A volunteer may, if they so wish, suspend their term of office after discussing the matter with the recruiter or the employee in charge, after which the Board may dismiss the volunteer by decision of the board meeting.

If certain conditions are met, the AYY Board may dismiss a volunteer at the initiative of a board member, employee or a leader of a volunteer group. AYY may terminate a volunteer's term of office only due to a proper and compelling reason, and the reason must always be justified to the volunteer. Such a reason may be, for example, a repeated reluctance or inability to commit to rules, instructions and principles that guide AYY's operations, or inappropriate conduct related to the performance of the task or conduct directed at another members of AYY's work community or a member of the Aalto community. Usually, volunteers are not dismissed until they have had the opportunity to rectify their actions. First, they are issued a verbal reprimand, then a written warning, and only then can the matter be referred to the Board. Each step can be taken by the recruiter, employee in charge or a board member after joint discussions.

In extreme cases and for very serious reasons, the matter may be addressed immediately at a board meeting if the person poses a clear danger to other members of the community, for example.

If the term ends prematurely, you must agree on how to proceed. Depending on the situation and available resources, the responsibility for the duties may be **temporarily** given to the recruiter, another member of the volunteer group or an employee in charge of the volunteer group or **permanently** to another member of the volunteer group or the chair of the volunteer group. At the same time, you should consider whether to recruit a new successor for the rest

of the year. If a new person is recruited, the call for applications will be opened as in the normal recruitment process.

6 Volunteer's relationship to employees and the rest of the organisation

The most important aspect of the relationship between volunteers and employees is that they both commit to common policies. This is an important part of the discussion on the position, orientation and acting in the position. Volunteers have a unique viewpoint on student union activities and therefore it is important to consider volunteers' fresh opinions on the activities of the permanent organisation. We can achieve the best results with open interaction and dialogue that appreciate both parties.

The relationship of volunteers with employees and board members is different than with other AYY volunteers. An employee (not a member of the board) has fixed working hours, and they cannot be obliged to have flexible working hours. Their working conditions are also limited by the employment contract. On the other hand, employees have the opportunity to do tasks for which volunteers may not have enough time or experience, such as arrangements during the office hours or arrangements that require extensive professional skills (such as permits), as well as tasks related to contracts and cost monitoring. Ultimately, an employee assigned to a volunteer group is responsible for the activities of the group and the decisions of the volunteers to the Board and thus to the Representative Council, which is why planned changes and new ideas, in particular, should always be discussed with the employee.

The employee has the right to expect volunteers to do what they have promised, but also the obligation to understand the limited time resources of volunteers. In most cases, the employee is not the leader of volunteers: employees rather guide than give direct commands. If necessary, they may also give commands if the situation so requires. In case of regulations, for example, it is ultimately the employee's right and responsibility to ensure that they are complied with.

Volunteers have the right to expect the employee to do what they have promised, but also the obligation to respect the employee's other work duties and conditions. Volunteers should note that an experienced employee is a significant resource and they can achieve multiple benefits in cooperation compared to working alone in a project. The employee is also a significant help and support in the implementation of activities and events.

7 Trustees of volunteers

The trustees of volunteers come either from AYY's permanent organisation or outside the organisation. It is the responsibility of the trustees to ensure that volunteers are familiar with the policies and follow them.

The trustees ensure that volunteers are treated fairly and equally and, if necessary, advise and support volunteers in case of changes and in resolving potential problems. The trustees negotiate with the recruiter and the employee in charge on matters concerning the volunteers and are involved in developing the work community with volunteers and recruiters.

Primarily, trustees act as the trustees of volunteers and support the recruiter, the "superior" of volunteers. The Board appoints the trustees.

As the trustees are a part of AYY's permanent organisation, they also have fixed working hours like other employees. They cannot be obliged to have flexible working hours and their working conditions are limited by the employment contract. The trustees have the right to use a reasonable time for the position, but not at the expense of their own work.

8 Division of responsibilities

The table below describes the division of labour between the chair of a section or a separate committee, a board member responsible for volunteers, employees of the sector and the trustees of volunteers.

	Puheenjohtaja	Hallituksen vastaava jäsen	Vastaava työntekijä	Vastaava tuottaja	Luottamushenkilö
Toiminnan suunnittelu	Osallistuu sektorin toiminnan kehittämiseen ja johtaa oman vapaaehtoisryhmän toiminnan suunnittelua ohjeistusten puitteissa	Vastaa toiminnan kokonaisuuden kehittämisestä	Tukee vapaaehtoistyön tekemistä	Vastaa yhteisötoiminnan kokonaisuuden kehittämisestä	
Rekrytointivaihe	Haastattelee vapaaehtoisryhmänsä hakijat ja esittää ehdotuksen sen kokoonpanosta hallitukselle työntekijän ja hallitusvastaavan kanssa	Haastattelee ja valitsee jaostojen ja erillisten toimikuntien puheenjohtajat ja on tarvittaessa mukana myös muissa haastatteluissa. Esittää ehdotuksen valinnoista muulle hallitukselle.	On mukana haastatteluissa ja tukee puheenjohtajaa vapaaehtoisryhmän kokoonpanon muodostamisessa	Vastaa rekrytointiprosessin kulusta ja kehittämisestä	
Perehdytykset	Osallistuu perehdytyksiin	Koulutusten järjestäminen suunnitelmien mukaan	Osallistuu perehdytysten ja koulutusten kehittämiseen ja sisällön tuottamiseen, vastaa vapaaehtoisryhmäkohtaisesta perehdytyksestä	Vastaa vapaaehtoisten perehdytyksestä ja materiaaleista	Huolehtii, että vapaaehtoiset, hallitus ja työntekijät perehtyvät toimintaperiaatteisiin
Rooli toiminnan aikana	Johtaa vapaaehtois-ryhmää	Vastaa toiminnan kokonaisuudesta	Tukee puheenjohtajaa vapaaehtoisryhmän johtamisessa	Vastaa yhteisötoiminnan kokonaisuudesta	Tukee ja auttaa vapaaehtoisia mahdollisten epäkohtien ilmetessä
Budjetti	Toimii annetun budjetin puitteissa	Hyväksyy budjetin muun hallituksen kanssa	Kustannuspaikkakohtainen budjettivastuu	Budjettivastuu tapahtuma- ja vapaaehtoistoiminnan kokonaisuudesta	
Toimintaperiaatteet	Sitoutuu vapaaehtoisuuden toimintaperiaatteisiin	Vastaa toimintaperiaatteiden ja materiaalien päivittämisestä	Huolehtii, että vapaaehtoisryhmän jäsenet tuntevat toimintaperiaatteet ja toimivat niiden mukaan. Ohjaa tarvittaessa toimintaa periaatteiden mukaiseksi.	Päivittää toiminta-periaatteita ja materiaaleja sekä huolehtii, että vastaavat työntekijät tuntevat periaatteet ja pystyvät näin ohjaamaan vapaaehtoisryhmän toimintaa näiden periaatteiden mukaisesti	Valvoo toimintaperiaatteiden noudattamista ja puuttuu tarvittaessa epäkohtiin. Huolehtii, että vapaaehtoiset, hallitus ja työntekijät perehtyvät toimintaperiaatteisiin
Muut vastuut	Järjestää pestikeskustelut sekä kehityskeskustelut omille johdettavilleen	Järjestää pestikeskustelut sekä kehityskeskustelut omille johdettavilleen	Vastaa viime kädessä kyseisen vapaaehtoisryhmän toiminnasta	Koordinoi koko yhteisösektorin toimintaa	Auttaa mahdollisissa ongelmatilanteissa

9 Thanking and rewarding

The reward for volunteering is that it makes you feel good, which is achieved by the work done and the received thank you for it. The reward for volunteering is thank you, and as with pay days, thanking must not be forgotten.

Thanking is most effective when there are as many people as possible present, but also one-on-one thanking is rewarding. Thanking the volunteers is routine: when a task is done well, you should always give thanks.

When someone has put a particular effort in something or has done a particularly good job, you should consider rewarding them. A good reward for great work could be, for example, a surprise pizza, box of chocolates or doing something together. However, rewarding should not be confused with bribery: bad leadership can never be replaced by chocolate, but by admitting and correcting one's own mistakes.

You can also propose acknowledgements to volunteers for their great work that has benefited the entire Aalto community.

10 Glossary

Many different concepts are used in these policies. The key concepts are defined/clarified in the following table.

Concept	Definition
Position	A volunteer position with a defined start and end. The volunteer in the position, the agreed tasks and forms of support, and the recruiter are part of the position.
Recruiter	The recruiter is a volunteer's supervisor who leads the volunteer group, guides volunteers in their work and makes sure that volunteers have prerequisites to do their job. The recruiter has position, development and assessment discussions with the volunteer.
Volunteer	A volunteer is anyone who volunteers for AYY. A volunteer always has a position.
Employee	An employee is a full-time or part-time person in AYY's permanent organisation who is employed by AYY.
Board member	A member of the Board is a person in AYY's permanent organisation who is a part of the Board appointed by AYY's Representative Council.
Discussion on the position	The recruiter and the recruited person have a discussion on the position at the beginning of the position, during which a volunteer's duties and forms of support are defined.

Development discussion

The recruiter and the recruited person have a mid-term development discussion to assess the past, anticipate the future and develop the position.

Assessment discussion

The recruiter and the recruited person have an assessment discussion at the end of the position where they evaluate the past, give thanks for the work and provide advice for the successor.

Trustee of volunteers

The trustee of volunteers is a designated “trustee” whose duty is to ensure that policies are followed and to listen to the concerns and joys of the volunteers.