

1.Start - Basic information

1.1. Project information

Project title The Nordic Academy for Volunteer Management

Project number NPAD-2018/10162

1.2. Access to the report

Editor access

Read only access

2. Institutions

2.1.Coordinating institution

Name coordinating institution

The Nordic Centre of Heritage Learning and Creativity AB (SE-NCK)

Type of institution: Research Centre

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2.2.Partner institutions

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Institution:	DK-Ringkøbing-Skjern museum (DK)
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Unit:	
Contact person:	Farsø, Birgitte Moos
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Institution:	NO-Museums in Sør-Trøndelag (NO)
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Unit:	
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3.Gen. info. - General information

3.1. Type of project

Type of project:	Collaboration project
	Development project
Project period	09/2018 - 12/2020

4. Content report

4.1. Objectives & activities

4.1.1. Objectives

Objectives 4. Mostly

Objectives

The project stated the following goals in the project applications:

1. Provides introductory and advanced courses for adult persons working with volunteers at Scandinavian museums.
2. Create knowledge exchange opportunities and learning material for volunteer managers with tailor-made solutions for the legal frameworks in the different Scandinavian countries.
3. An archive professional will give feedback in order to explore the compatibility of results between the different heritage sectors.

The first goal was completely met. We created a conceptual framework of material that can be applied to different contexts - different forms of museums, as well as museums at different levels of experience with volunteer management (at both introductory and more advanced levels). The conceptual framework consists of two parts: a toolbox and a guide. It also includes a template which can be added to over time, meaning that the conceptual framework can be updated over time, assuring sustainability and that it can be updated in accordance with new developments. However, when testing and evaluating the material produced we noted that it may be less fitting for people with no previous experience at all of volunteer management. We addressed this through adding a better background to volunteer management in the Nordic countries to the course material as well as a more detailed introduction to the material.

The second goal was mostly met. We created knowledge exchange opportunities through two transnational meetings as well as two national meetings and when piloting the material to volunteer managers at Museums in Sør-Trøndelag (MiST) and Jamtli museum. The conceptual framework included information about the legal frameworks in different Nordic countries. Discussing different policies for volunteer management was one of the most important points when piloting the material.

The third goal was completely met. We benefited from a project partner from the Associations Archive in Östersund, who participated in the activities and wrote an internal document concerning the transferability between the museum and the archive sector. This document will prove very useful when developing future projects oriented more towards the archive sector.

Activities 4. Mostly

Activities

The main activities of the project can be summarized as follows:

- 1). Collecting and listing topics for volunteer management course I and II from a museum and volunteer perspective
- 2). Designing the seminar units for volunteer management course I and II
- 3). Designing computer-based units for volunteer management course II and II
- 4). Designing the survey and evaluating volunteer management course I and II.
- 5). Updating/adjusting volunteer management course I and II based on the evaluation.
- 6). Carry out three transnational meetings (Östersund, Tampere and Trondheim).

Before describing to what extent the activities were met, it is important to highlight that instead of creating two separate courses for volunteer managers (I & II), we decided to create a conceptual framework including a guide, a toolbox and a template which can be adapted to both introductory

and more advanced volunteer managers. Through joint discussions on digital meetings and the two transnational project meetings (Östersund and Tampere) we came to the conclusion that the most beneficial format would be a conceptual framework that can be applied to different contexts, needs and experience levels. This is the reason why we pick "mostly met" rather than "completely", since it signified a necessary shift in approach.

The first activity was completely met. In the beginning of the project the museum group discussed and formulated many topics concerning volunteer management for the content of the courses. The different museums partners learned and exchanged experiences in the process. The museum partners formulated scenarios in the form of cases or dilemmas. They are written down so that the participants of the course can choose the most interesting topics and discuss them depending on relevance.

The second activity was mostly met. The pedagogical group was in charge of designing seminar units for the course, and incorporating the topics and videos developed by the other project members. This was achieved through the conceptual framework. The reason why we write "mostly met" rather than "completely" is that the evaluation indicated that the material was more suitable for those with little or large experience with volunteer management, and less suitable for those with no experience. However, we addressed that through adding more introductory elements to the conceptual framework. Nevertheless, it may be necessary to develop this further next time the course will be carried out.

The third activity was completely met. NCK in collaboration with Uppsala University and the museum group developed videos meant to create discussion and self-directed learning during the course. The museum partners made one film each except for Ringkøbing-Skjern museum who was unable to do so due to a sudden change of staff at the museum at the time of preparing the videos. However, Ringkøbing-Skjern museum assisted in the overall planning of the videos and was involved in the process realizing them. Each video presented a dilemma each, without presenting final or definitive answers to the dilemma. In this process manuscripts were prepared, filming and photoing were carried out and it involved digitally editing the material. These films are included in the material for the course, and they were used when piloting it.

The fourth activity was completely met. NCK was in charge of developing questions for the survey and evaluating the conceptual framework when it was piloted in Trondheim (17 Sept 2020) and in Östersund (13 Oct 2020). However, both the museum group and the pedagogical group participated in giving feedback to the survey questions. The courses were evaluated both through two anonymized digital surveys. The first of them was filled out by participants prior to carrying out the course in order to evaluate expectations. The second one was filled out after the course, in order to evaluate how these expectations were met. We also evaluated the courses during the time of carrying them out through extensive note keeping detailing the discussions and experiences of participants. NCK produced a report on the evaluation which was spread internally within the project and the material was added to/changed accordingly, thus, the fifth activity was completely met. The evaluations showcased that every participant was either content or very content with the course, but it also highlighted that it may be necessary to make it better fitting for those with no previous experience of volunteer management.

The fifth activity was mostly met. We carried out one transnational meeting in Östersund (20-21 November 2018) and one in Tampere (7-9 October 2019). Unfortunately, due to Covid-19 we were unable to carry out the third transnational meeting in Trondheim even though we had to cancel it two times (May 2020 and September 2020). Instead we carried out one extra digital meeting 16 September 2020 as well as two extra national meetings - one in Trondheim, Norway (16-17 September 2020) and one in Östersund, Sweden (13 October 2020). In such a way, we achieved the same degree of transnational collaboration despite the fact that we could not travel between countries in 2020.

4.2. Time schedule & cooperation

4.2.1. Time schedule

Time schedule 3. Partly

Time schedule

The main reason why the time schedule was not kept is Covid-19. We were forced to cancel all our activities in the spring of 2020, which both included a transnational meeting in Trondheim as well as piloting the material for the course in MiST and in Jamtli. As a result, we prolonged the project for six months (ending 31 Dec instead of 31 Aug) with the hope of having the project meeting in September and being able to pilot and evaluate the course in October. Unfortunately, the Covid-situation made it impossible for us to carry out our third transnational meeting (as detailed above) which was instead replaced by two national meetings (Trondheim and Östersund) and one joint digital meeting. However, we were fortunate enough to be able to pilot and evaluate the course on two occasions in September (at MiST in Trondheim) and in October (at Jamtli in Östersund) with successful results. This also left us time to improve the material accordingly.

However, we were in 2019 a few months delayed in the time plan, because the development of the course material took longer than expected due to ongoing discussions between the museum group and the pedagogical group. More specifically, it took additional time to reach a consensus on how to frame the material due to different conceptions on what the concept of "learning volunteers" signified between the museum group and the pedagogical group. However, this delay did not cause any substantial problems to the project, since we were able to reach a consensus through the second transnational project meeting in Tampere as well as through follow-up Skype meetings, on how to frame and present the material while still having sufficient time to pilot, evaluate and improve it.

4.2.2. Cooperation within the partnership

Cooperation and Nordic/Baltic added value

4. Mostly

Cooperation and Nordic/Baltic added value

The cooperation developed mostly as planned. We had two transnational meetings and three joint Skype meetings. We were sharing material through a Google Drive folder which everyone had access to. NCK had the overall responsibility for everything progressing according to plan, and supported both the museum group and the pedagogical group in the work. The museum group provided scenarios/cases and videos, which the pedagogical group incorporated into a conceptual framework which included both more practical elements as well as more theoretical ones. We decided on a material stimulating self-directed learning, since we saw it as a beneficial way forward due to it stimulating reflection, action (rather than passivity) and responsibility.

During the first year the museum group and the pedagogical group had a disagreement concerning the focus of the course (concerning the concept of learning volunteer, see above), however, this disagreement was resolved during our second project meeting in Tampere and a subsequent Skype-meeting, leading to a common way forward.

The project had to change project coordinator during 2019, since Dr. Berit Hildebrandt ended her employment at NCK. Dr. Gustav Wollentz took over the project after Berit and it did not affect the collaboration. Furthermore, Per Lunde Lauridsen from Ringkøbing-Skjern museum ended his employment late 2019 and his tasks were taken over by Birgitte Moos Farsø and Mette Bjerrum Jensen at Ringkøbing-Skjern museum.

4.2.3 Nordic/Baltic added value

Nordic/Baltic added value

5. Significant benefits

Nordic/Baltic added value

This project would not have been possible without collaboration across national borders. Our aim was to create a material for a course that can be tailored for different needs and situations. On a policy level, there are legal frameworks and political guidelines that create different but connected challenges for volunteer management depending on which Nordic country you are based in. Through a transnational partnership we were able to address these differences and incorporate them into the material of the course. Furthermore, the different perspectives upon volunteer management - as has been highlighted in previous Nordplus Adult projects - benefitted the material produced. These differences are not only related to the country in question, but also to the size and structure of the organisation.

The challenge in working together as a transnational partnership was Covid-19 which forced us to cancel one of our transnational meetings as mentioned above. Other than that, the challenge in collaboration

was not due to the transnational character of the project, but rather to different frames of reference between the museum group and the pedagogical group (from the academic sector). However, these challenges were solved through physical and digital meetings.

The professional benefits were larger than personal/general benefits. The outcome is a material for a course that will be used and developed in the future by the museum partners in order to professionalize volunteer management in Nordic countries. Furthermore, our aim for the future is that this material will eventually be used as teaching resources by other museums outside of the project, as well as outside of the museum sector, for example within archives.

4.3.Outcomes & impact

4.3.1. Results and outcomes

Results and outcomes 4. Mostly

Results and outcomes

The main result of the project was to create a course for volunteer managers in Nordic museums that are suitable both for introductory and more advanced levels. We achieved that through producing:

1). A conceptual framework including both a guide for volunteer managers and a toolbox for volunteer managers. It also includes a template which means that it can be added to over time. This framework can be adapted to different needs, contexts and levels of experience for participants. It includes approaches embedded in policy, practice, profession and theory, and how these approaches relate to each other in volunteer management/leadership.

2). Videos presenting scenarios/dilemmas of volunteer management based on years of experience from the project participants, that was successfully implemented in the course material in order to stimulate self-directed learning among the participants (volunteer managers in Nordic museums). This material constitutes a computer-based resource that can be used in distance education in case participants are unable to physically meet.

3). An internal report comparing differences/similarities between volunteer management in museums and archives. This is vital for project members in order to develop the framework for a follow-up project focusing on volunteering in archives.

4). The course was piloted and evaluated on two occasions in Trondheim and in Östersund during the fall of 2020. The evaluation was documented through an internal report that will be a useful resource for the future implementation of the course material.

Deviation: The Danish Volunteer Academy, which was framed as an important platform for the dissemination of news about the project, was put on hold in 2019 due to a change of staff at Ringkøbing-Skjern Museum. Instead, each project member used their own platforms for knowledge sharing and we also collaborated with the Swedish Network for Volunteer Managers at the Swedish Museums Association, due to two project members being actively involved in the network.

Deviation: Unfortunately, we were unable to follow-up the intention of using the website of the project to spread the material of the course. The reason why is that we changed the original idea of making two separate courses, into a course aiming for self-directed learning through a conceptual framework including different elements that can be tailored to suit different needs. For one, this delayed the project but it also made it more difficult to spread the course material freely since it demands a large experience in volunteer management in order to hold the course. It would be possible to spread the material and make it freely available online, but without training in how to use the material properly it is not the best solution at the moment. Nevertheless, we are currently working on developing a follow-up project which will make it possible to broadly spread the material produced through a digital platform, so that this objective also will be achieved.

4.3.2. Impact

Impact 4. Mostly

Impact

The material that has been produced will be continuously used and updated by the project members from the museum group. It will contribute to the professionalism of volunteer management, and the long-term goal is that the material will spread further and be used to train volunteer managers broadly within Nordic museums.

The pedagogical group and NCK are working on gathering some of the insights learned from this project and publishing them as an open access edited volume on the topic. The project partners have gained deepened knowledge about volunteer management through the collaboration and our hope is that we will be able to spread some of that knowledge in the form of an edited volume.

4.3.3. Website

Website

This is NCKs webpage detailing the project:

<http://nckultur.org/projekt/the-nordic-academy-for-volunteer-management/>

As mentioned above, the material produced within the course is not accessible from the home page since it is currently a material that will be used by the project members from the museum group, in order to organize courses for volunteer managers. The material currently requires those holding the course to be experienced volunteer managers and it is therefore not spread on the webpage, but we will work towards making the material accessible for people who want to hold the course outside of the project group.

Jamtli has information about the project on its website:

<https://www.jamtli.com/om-jamtli/samarbeta-med-jamtli/projekt/>

MiST is having information about the project here:

<http://Mist.no/frivillighet>

4.4. Evaluation & dissemination

4.4.1. Evaluation

Evaluation 1 5. Completely

Evaluation 2

The material produced in the project has been thoroughly evaluated when piloting the course through two occasions; in Trondheim (17 Sept 2020) and in Östersund (13 Oct 2020). The evaluation took place through two methods. NCK had overall responsibility for the evaluation but were selecting methods and questions for the questionnaire in collaboration with the other project members. We were using the following two methods:

1). Two different surveys which were distributed through an online survey-tool (Crowdsignal). One of them was being filled out by participants prior to attending the course, in which we documented experience levels and expectations upon the course. The second survey was sent to participants after attending the course, and it was meant to evaluate to what extent the expectations were met, how it differed depending on the experience level, and what can be improved in the material. All answers to the survey were anonymized, but it was nevertheless possible to compare “before” and “after”-answers.

2). A method of extensive note-keeping by Elsa Kristiansen (in Trondheim) and Gustav Wollentz (in Östersund) while carrying out the course. In this note-keeping we noted how the discussions during the course were progressing and to what extent it stimulated the kind of self-directed learning we were aiming for. The course also included a final segment where we jointly discussed the experiences of the course and to what extent expectations had been met. We choose to complement the survey with note-keeping during the course, in order to be able to document more informal learning-processes that may be difficult to conceptualize through an online web-survey.

This evaluation demonstrated that each participant was either content or very content with the course, and that they especially appreciated the format of self-directed learning since it is stimulating discussion and debate which is seen as essential in reaching a better understanding of the complexities of volunteer management and leadership. Some issues were also highlighted as mentioned above and we addressed

those by adding new elements to material. The evaluation was written as a report by NCK which was distributed internally within the project.

4.4.2. Dissemination

Dissemination 1 5. Completely

Dissemination 2

Information about the project was included at NCK's annual Spring Conference in 2020: "Shaping Sustainable Futures through Heritage", 12-13 February.

Information about the project was presented by Gustav Wollentz to Master students in Museology at NTNU in Trondheim during the course in Museology and Heritage pedagogy that NCK is organizing. 24-24 February 2020.

Information about the project was presented by Gustav Wollentz within the network "Museer i Norr" which is a network for museum professionals in the north of Sweden. The presentation took place 23/4 2020.

Information about the project was also disseminated when piloting the material to volunteer managers in in Trondheim (17 Sept 2020) and in Östersund (13 Oct 2020).

Jamtli and Skansen made a workshop on the topic "What the museums want to learn more about", with several volunteer managers from museums in the network Sveriges Museer. Different ways of how to put together all the experience into the courses were proposed and discussed. The project tested different pedagogical grips, and some were refused before we came to the finished program.

Information about the project was being disseminated at the Spring Meeting of The Swedish Museums Association 9-11 April 2019.

Annika Johansson and Lowissa Frånberg started a group for volunteer managers from different Swedish museums to exchange experience and learn from each other. In this group the project is well known and of the highest interest.

Lowissa and Annika have attended several meetings with the board of "Sveriges arbetslivsmuseer" and the project has been disseminated there.

Ann Siri Hegseth Garberg have had two presentations about volunteers in museums in which this project was mentioned, as well as the results from the two former Nordplus projects dealing with volunteers in museums. The first presentation (24 April 2019) was at Midt-Troms Museum, Bardufoss, Norway. The audience consisted of both museum staff and volunteers. The second presentation was in Trondheim for Forbundet for norske museumsvenner (25 January 2020). The participants were all volunteers in museums - from the Trondheim region.

Ann Siri was also asked to have a presentation in March 2020 at a national conference for Foreningen Norsk Fartøyvern at Gardermoen. This conference was cancelled due to the pandemic situation. Instead Ann Siri was asked to publish an article about the importance of volunteers in museums and cultural heritage institutions (Frivillighetens betydning, Dampskibsposten 2/2020).

During the summer 2020 a report on museums and their role in society was published in Norway (Ole Marius Hylland, Nanna Løkka, Anne-Sofie Hjemdahl og Bård Kleppe: Museum og samfunn. En utredning om museenes samfunnsroller i lys av museumsreformen, TF-rapport nr.548, 2020). This report described the ambivalence Norwegian museum leaders feel about volunteers. Some of them thought that volunteers were not compatible with professionalism. Ann Siri therefore wrote a debate post pointing out the necessity of working with volunteers in a more professional way (Profesjonalisert frivillighet, Museumsnytt 4/2020), which was building on some of the experiences learned in this project.

4.4.3. About Nordplus

Nordplus

The process of working with Nordplus has been very smooth and the Handbook and regulations are fairly easy to understand and straight forward in comparison to other funders. Despite the project switching project leader mid-way through as well as a delay due to the unexpected emergence of Covid-19, Nordplus has dealt with such changes in the best way possible and made sure that the project could be carried out with as little disruption as possible. The people at Nordplus have been very friendly and answered every question that we have asked fast and addressed any concern perfectly. The only less positive side of Nordplus, even though it is understandable, is the fixed salary rate which is quite low, demanding a large amount of co-financing. Nevertheless, this project would never have been possible without the support of Nordplus.

How did you get acquainted with Nordplus?

Colleagues

Comments:

5. For publication - Results and outcomes for publication

5.1. Outcomes and results

5.1.1. Summary of project outcomes and results (max 350 words)

The Nordic Academy for Volunteer Management was a joint project of museums, pedagogues and an archive professional from Norway, Denmark, Sweden and Finland that developed courses for volunteer managers at museums, with NCK being the project leader. The project builds on the results of the previous collaboration projects Pride, Joy and Surplus Value and Level Up: Securing Quality in Managing Volunteers. The new project filled gaps identified in previous projects by developing courses and networks for knowledge exchange for persons working with or planning to work with volunteers at Scandinavian museums. We produced a conceptual framework including both a guide for volunteer managers and a toolbox for volunteer managers. It also includes a template which means that it can be added to over time. This framework can be adapted to different needs, contexts and levels of experience for participants. It includes approaches embedded in policy, practice, profession and theory, and how these approaches relate to each other in volunteer management/leadership. The material includes videos presenting scenarios/dilemmas of volunteer management aiming to stimulate reflection and discussion upon complicated situations that can arise as a volunteer manager. Some of the material can also be used in distance education in case participants are unable to physically meet. The outcome is a material for a course that will be used and developed in the future by the museum partners in order to professionalize volunteer management in Nordic countries. Furthermore, our aim for the future is that this material will be used as teaching resources by other museums outside of the project, as well as outside of the museum sector, for example within archives.

5.1.2. Products and materials

A conceptual framework including a guide for volunteer managers and a toolbox for volunteer managers.

Videos presenting scenarios/dilemmas of volunteer management based on years of experience from the project participants.

An internal report comparing differences/similarities between volunteer management in museums and archives.

5.1.3. Websites and links

<http://nckultur.org/projekt/the-nordic-academy-for-volunteer-management/>

<https://www.jamtli.com/om-jamtli/samarbeta-med-jamtli/projekt/>

7. Expenditure - Expenditure

Granted Nordplus support EUR:

73490

7.1. Account of costs

EUR - Euro	Realized Nordplus grant (EUR)
Project support	
Project management, implementation and dissemination	12 000
Transnational meetings	13 860
Development work	47 000
Special needs	0
SUM - Project support	72 860
SUM - Total	72 860

Comments to the final account of costs

During the second project meeting in Tampere, Finland, Lennart Rolandsson from Uppsala University could unfortunately not participate due to other commitments. He travelled to Östersund in February 2020 and had a separate meeting with Gustav Wollentz, NCK, to catch up with what he missed in Tampere. During the second project meeting NCK had just undergone a change of staff, in which Gustav Wollentz took over as project leader after Berit Hildebrandt. To make the transition smoother two people from NCK participated in Tampere instead of only one: Gustav Wollentz and Ulrica Löfstedt, the precious CEO of NCK. Therefore, we suggest that the 630 euro to Uppsala University for the second project meeting can be relocated to NCK instead. Unfortunately, Ringkøbing-Skjern Museum was unable to join us in the final digital project meeting, despite us attempting to find a date which would fit everyone. Gustav Wollentz had a separate conversation with Ringkøbing-Skjern Museum after the final Skype meeting to make up for them missing the project meeting. These changes have been incorporated in the attached file.

7.2. Attachments

Attachment

* [NORDPLUS Jonsson Wollentz VA signed.pdf](#)