



Improving the Welcoming Process of Volunteer Workers

Engaging motivated volunteers for multicultural
activities of the Finnish Red Cross in Tampere local
branch

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ABSTRACT

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Background. The Finnish Red Cross (FRC) Tampere local branch multicultural activities – as many other Finnish civic organizations – has experienced difficulties in recruiting new, especially young volunteers. Yet, new online registrations are made repeatedly where young individuals express their interest in volunteering for the FRC. However, they rarely become volunteers.

Purpose. The objective of this study was to find out whether the welcoming process of new volunteers used by the FRC Tampere branch multicultural work needs improvements to enhance the entry and commitment of young volunteers, and how to improve it. This study gathered information on young people's experiences and opinions on the welcoming process and possible first steps as volunteers. Furthermore, this study aimed at manifesting what motivates young people to contact the FRC and to start volunteering.

Methodology. The research data was collected using an online survey sent to all 29 young people who contacted the FRC Tampere multicultural operations via an online form between October 2017 and December 2018. This online questionnaire was formed by closed and open questions to get both quantitative and qualitative data. It was sent as a link via e-mail in April 2019.

Results. All the respondents expressed their satisfaction regarding the beginning of the welcoming process, when, after them sending the online registration form, they received a generic e-mail from the FRC Tampere multicultural operation's representative. They had gained useful information on volunteer options fast enough. Their motivation decreased afterwards, as their expectations were not met due to several reasons; for example, the lack of team spirit and few opportunities to discuss with fellow volunteers.

Conclusions. The results suggest that the welcoming process is in need of improvement, and this study proposes a new procedure of welcoming process, as well as a change plan to implement the new procedure. These findings and suggestions will ease the FRC Tampere local branch's efforts in recruiting new young volunteers.

Key words: Finnish Red Cross, Kotter, motivation, non-profit sector, recruitment process, Reiss, welcoming process, volunteering, volunteer work, youth

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1 INTRODUCTION

The independent voluntary sector – also called third, civic or non-profit sector – situated between private market, public sector and households has had an important role in development of public utilities and services in our Finnish welfare state. Third sector is considered as a vital part of civil society, where individuals and groups act based on their values, aims and interests in the heart of democracy by influencing through different associations and organisations. Yet, recently, the interest in voluntary work aiming to purely common good is in decline as long-term commitment has become rarer and individual compensation is more and more required. Among other factors, the growing interest in project-based, pop-up voluntarism presents a challenge to continuance of volunteer organisations. (Pessi 2010; Ruuskanen et al 2013, 9, 18-19, 21.) Study made by Taloustutkimus Oy in 2018 conform the downtrend: the hours spent on volunteer work in Finland decreased compared to 2015 (Taloustutkimus 2018).

However, the society is changing because of, for example, economical demands of saving and optimizing, and the third sector is becoming an ever more important actor in providing previously public or private services (Pyykkönen nd.). Consequently, the need of volunteers is not expected to be lower in the future.

This thesis is dedicated to study and improve the welcoming process of new volunteers to increase the number of engaged and committed volunteers in the Finnish Red Cross (FRC) Tampere local branch multicultural activities. The idea of this thesis was developed in 2018 around a real-life problem of having growing challenges in recruiting new especially young volunteer workers to participate in planning and running multicultural activities of the Tampere local branch. The activities can be endangered in the future, if not more new volunteers become committed within the FRC, as most of its operations are executed by volunteers (Finnish Red Cross 2018a). This problem is recognized throughout the FRC organization, and this thesis aims to explicit what kinds of challenges there are on the first steps after an individual has expressed online his/her interest in volunteering. People show interest by contacting FRC Tampere multicultural activities, but only a few become active volunteers.

According to Taloustutkimus Oy's study, regardless of general decline in volunteer work, the hours spent in volunteering by young people from 15 to 24 years of age have nearly tripled from 10,1 hours per month in 2015 to 27,1 hours in 2018, making them, out of different age groups, the one giving relatively most of their time to volunteering (Taloustutkimus 2018). Furthermore, as revealed by a study on visions and sensations of future of personal and national safety among young Finns of 19-36 of age made by Limnell and Rantapelkonen (2017), the young desire a more equal and trusting society to disperse fears originating from immigration among other factors. Similarly, the Youth Barometer from 2016 states that more than two third of young Finns value the multiculturalism in Finland thinking that immigrants have enriched the Finnish society and that Finnish people have the duty of helping and supporting immigrants. When comparing to results from 2005 it seems that the attitudes have become more positive and multiculturalism has become ordinary: in 2016 58% stated being in contact with people representing different cultural backgrounds. People have more friends with immigrant backgrounds and the ethnic backgrounds plays ever minor role. (Myllyniemi 2016, 73-77, 243.)

So, there are potential young volunteers available, hypothetically ready to act on building a more equal and unified society. These aspirations are in accordance with the humane aims of the FRC which "promote mutual understanding, friendship, cooperation and lasting peace amongst all peoples" (Finnish Red Cross 2018b, 5). Therefore, there is an urgent need to examine why young people are not engaging themselves with the multicultural activities of the FRC Tampere.

1.1 Research question

Past years have revealed growing challenges in recruiting new members and volunteers to act on multicultural activities of the Finnish Red Cross (FRC) Tampere branch. For starters, it is vital to distinguish a *member* from a *volunteer*. The aforementioned is paying an annual or lifetime membership but not necessarily participating as a volunteer. The latter is participating in activities – more or less actively – but not necessarily paying the membership fee. On a national level, the

FRC has some 80 000 members and 40 000 active volunteers (Finnish Red Cross 2018a).

According to the executive manager of FRC Tampere branch, the FRC Tampere all together has approximately 300 volunteers participating in different operations, of which around 30 to 40 are young. About 13% of them volunteer in multicultural activities. There are no exact statistics, as the notion of *volunteer* may alternate from someone who volunteers once a year to someone who participates actively every week. Therefore, the past changes in number of members is examined to contextualize the trend. In general, there are challenges in recruiting people all together, but this thesis is focusing on young people. The number of young members in Tampere branch is in steep decline; the percentage of members under 29 was 12,8 at the end of 2018, compared to 14,5 one year earlier, in 2017. As the general number of members decreased by 6,5% from 2017 to 2018, the amount of young decreased by 20%. The total number of members in Tampere FRC was 1909 at the end of 2018, and out of them 245 individuals were young. (Punainen Risti 2019b, 25.) This trend is common among similar Finnish associations, most of which have concerns regarding the number of members and volunteers alike and their active participation, as revealed by Järjestöbarometri in 2018 (Peltonen et al 2018, 38-39).

Already in 2010 Pessi's study on Finnish volunteer work among social and health organisations pointed out, that many Finnish volunteer organisations would want more young people to get involved to assure the continuity of operations, because of new innovations, fresh knowledge and practises they bring along, and for the positive influence it would have on the image of organisation (Pessi 2010, 34-35). Thus, the lack of young volunteers is neither a new nor surprising phenomenon. Many Finnish volunteer organisations stated in 2010 having challenges with reaching objectives because of lack of commitment of and difficulties in recruiting new volunteers, leading to existing volunteers becoming overload and tired. It was considered difficult to get people involved because of the need of commitment in long-term and the fear of workload. (Pessi 2010, 84, 103, 136.) This thesis examines whether the people interested in the FRC Tampere multicultural activities have similar reasons to not participate.

Alongside the statistical information on decreasing member numbers, the author of this thesis has empirical observations on the matter, collected during several years of personally volunteering for the FRC multicultural activities in Tampere. As a member of a committee responsible for planning, coordinating, developing and organising different multicultural activities for immigrants to ease their integration to Tampere and to Finnish society, I have experienced the difficulties in engaging new volunteers. Along with fellow active volunteers we have speculated reasons for this trend. By conducting this research I attempt to find and explicitly state factual reasons behind this lack of interest in volunteering for the multicultural activities of the FRC in Tampere. The object is to examine the welcoming process of volunteers to understand why those young individuals who at some point were motivated to participate and took the first step to express online their interest in volunteering for the Tampere local branch multicultural activities, did not take the next step to actively participate or took it but very soon quit.

Naturally people join the FRC activities via various paths – as invited by a friend for instance – but in this thesis the target group is narrowed down to those who in between October 2017 and December 2018 expressed their interest by filling in and sending a registration form online at that time available at www.punainenristi.fi/vapaaehtoiseksi in Finnish or www.redcross.fi/get-involved in English. This selection is firstly based on the subjective, empirical observation that the ones whose initial connection to the FRC is purely via Internet, seem not to become active volunteers. Secondly, the number of young who sent that form in that period of time is 29. This number is highly significant when compared to the total number of approximately 30 to 40 young volunteers in the whole Tampere local branch.

The cohort to be studied is furthermore limited to young people, because they seem to be difficult to engage. Yet, they were the most active age group to contact the FRC via this online registration form, as the form was sent by 29 young people under 29 years and by 28 individuals from 30 to 65 years of age during the given time period. Nevertheless, young people's participation would be beneficial to the sustainability of the operations if they become long-term committed volunteers.

For the purposes of this study, it is essential to define what is meant by *young*. There is no single, clear definition. Internationally, according to the United Nations (n.d.) a young person is aged between 15 and 24 years, while in Finnish legislation the age limit is 29 (Youth Act 21.12.2016/1285). In the study of Limnell and Rantapelkonen (2017) the young are from 19 to 36 years old, and the Youth Barometer (Myllyniemi 2016) considers young to be between 15 and 29 years old. In this study the limit is set at 29 following the Finnish legislation. Additionally, the FRC sets the limit of a young person to 29 years of age (Punainen Risti 2019b, 25).

Finally, to know why the young once interested in joining the FRC Tampere branch's multicultural activities never became active volunteers, and to have basis for improvement of the welcoming process in order to prevent the disappearances, one main and three complementary research questions were formed:

- Why did the motivation of a young individual once interested in volunteering for the FRC Tampere local branch multicultural activities drop and why s/he never became a volunteer or only stayed for a short period of time?
- What motivated the young individual in the first place to contact the FRC Tampere local branch multicultural activities?
- Was there something wrong with the welcoming process as it did not succeed in ensuring the preservation of individual interest and motivation?

These three questions will provide information to resolve our main challenge and offer answers to the main research question:

- How to improve the FRC Tampere local branch's welcoming process to engage motivated, active, young volunteers?

1.2 Structure of the thesis

The object of this study is to form practical suggestions on how to improve the welcoming process of young volunteers in the Finnish Red Cross (FRC) Tampere branch, on the basis of the aforementioned research questions. This study clearly

defines the study population, produces new outcomes that benefit others, acknowledges former studies and relies on relevant theories, and is therefore a scientific study (Vilkka 2015, 31).

After having introduced the object and research questions in this Introduction, the second chapter examines volunteering. It presents the organisation in question and explains in-depth the welcoming process executed in the FRC Tampere local branch until the end of 2018. The new system put into place from the beginning of 2019 will also be presented. Management's role in volunteer commitment is also observed, as well as motivational factors behind volunteering.

Since the object of this study is to propose improvements to the welcoming process of new young volunteers, concepts on process development are examined in chapter 3, with the presentation of Kotter's eight-step change plan, a method chosen to suggest how to implement the change in the FRC Tampere branch. As Kotter (2017, 26) points out, leaders do not often realize how slowly changes happen. Therefore, it is utile to offer a practical step-by-step plan to implement the modifications.

The study was conducted as an online questionnaire sent to the study cohort via e-mail in April 2019. The research plan with data acquisition and analysis methods are presented in chapter 4.

Chapter 5 displays the research results and suggests a new procedure to welcome new young volunteers. The implementation suggestion of change to realise the new procedure is formed in chapter 6, based on Kotter's eight-step plan.

2 WELCOMING PROCESS OF VOLUNTEERS IN THE FINNISH RED CROSS TAMPERE LOCAL BRANCH MULTICULTURAL WORK

This second chapter explores first the organisation in question, the Finnish Red Cross (FRC) and its local Tampere branch's multicultural activities to contextualize the study. Alongside, the important notion of *immigration integration* is explained. Secondly, the welcoming process used by the FRC Tampere branch multicultural committee, initiated by the sending of an online registration form, is studied in detail and compared to theoretical concepts on recruitment. Thirdly, the management's role in welcoming and motivating new volunteers is explored. Lastly, in chapter 2.4. the vital notions of *volunteer* and *volunteer work* are explained, followed by revision of former studies on volunteering and volunteer motivation. Finally, Reiss' motivation theory is presented to offer a tool to observe personal motivational factors to enhance volunteers' motivation and commitment.

2.1 The Finnish Red Cross Tampere local branch

The Finnish Red Cross (FRC) was chosen for this research on grounds of being a significant operator in the Finnish society and presenting a real-life challenge that could create risks in its future. FRC is for sure one of the most known humanitarian organisations in Finland. The national FRC is one of the member organisations of the International Federation of Red Cross and Red Crescent Societies (IFRC). The IFRC and therefore also the FRC operate following the seven fundamental principles: Humanity, Impartiality, Neutrality, Independence, Voluntary Service, Unity and Universality (International Federation of Red Cross and Red Crescent Societies 2018a). By acting according to these principles, the IFRC achieves its mission to "inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world" (International Federation of Red Cross and Red Crescent Societies 2018b). Furthermore, the aim of the national FRC is also based on those principles as "its purpose is to protect life and health and to safeguard human dignity and human rights in all circumstances, to

help the most vulnerable, to prevent and alleviate human suffering, as well as to support and assist public authorities in times of peace as well as of war and armed conflict” (Finnish Red Cross 2018b, 4).

Many people know the FRC for its legal obligation to support official authorities in cases of emergency as stated in the Presidential Decree on the Finnish Red Cross (7.12.2017/827). Yet, its significance is considerably broader. The Decree states the purpose of the FRC in section 3:

In accordance with the Fundamental Principles of the International Movement the Society shall (1) protect life and health and ensure respect for the human being and human rights in all circumstances; (2) promote co-operation and peace among all peoples; (3) save human lives within the country and abroad; (4) assist the most vulnerable in order to prevent and alleviate human suffering; (5) support and assist national authorities in times of both peace and war and during armed conflicts in order to promote human well-being; (6) promote solidarity and positive attitudes towards assistance work in society; (7) increase understanding for the work of the Red Cross and its humanitarian mandate; and (8) strengthen the Society’s preparedness and operational capacities.

The section 4 presents the activities of the FRC:

In order to attain its purpose the Society shall (1) uphold its preparedness and carry out humanitarian assistance work; (2) create understanding for assistance work and recruit members; (3) in co-operation with authorities, engage in and develop voluntary rescue services and carry out tracing activities; (4) provide social and health services, as appropriate; (5) pursue blood transfusion services in accordance with the Act on Blood Transfusion Service (968/1994); (6) carry out youth work and activities; (7) support multicultural activities and provide education towards international understanding; (8) train its voluntary and employed staff and organize their work; (9) organize fundraising and campaigns; (10) engage in economic activities and other acquisition of funds to promote the purpose of the Society; (11) co-operate with the central organs of the International Red Cross and Red Crescent Movement and with other National Societies; (12) engage in co-operation with other legal entities (associations, foundations and institutions), according to special agreements and conditions; and (13) take other similar measures when necessary to promote or support the purpose of the Society.

(Presidential Decree on the Finnish Red Cross 7.12.2017/827)

This legal text transforms to the following practical operations of the FRC:

- “emergency assistance in domestic accidents
- fundraising and donations

- first aid groups and first aid training
- volunteer friend visitors and support for family caregivers
- Healthpoints and the promotion of well-being (sexual health and issues related to drugs and alcohol, for instance)
- junior clubs and camps
- support for immigrants and reception centres
- Blood Transfusion Centre
- Kontti Recycling Department Stores
- Emergency Youth Shelters
- coordination of the voluntary rescue service

In addition, the Finnish Red Cross helps victims of natural disasters and wars and also participates in development cooperation around the world.“ (Finnish Red Cross 2018a)

The national FRC is led by the Headquarters in Helsinki and 12 district offices around Finland which are run by employees. Furthermore, there are around 500 local branches, mostly run by volunteers. Tampere, as a large branch, has three paid employees who coordinate and ease the work of volunteers. On operational volunteer level, the FRC Tampere branch has one common board of volunteers, and several volunteer committees responsible for planning and supervising activities of different operations, executed by the dozens of volunteers. Until the end of 2018, the multicultural activities supporting immigrants were organised by multicultural committee formed by active volunteers. The figure 1 presents functions of local branches.

APPENDIX: Functions of a local branch

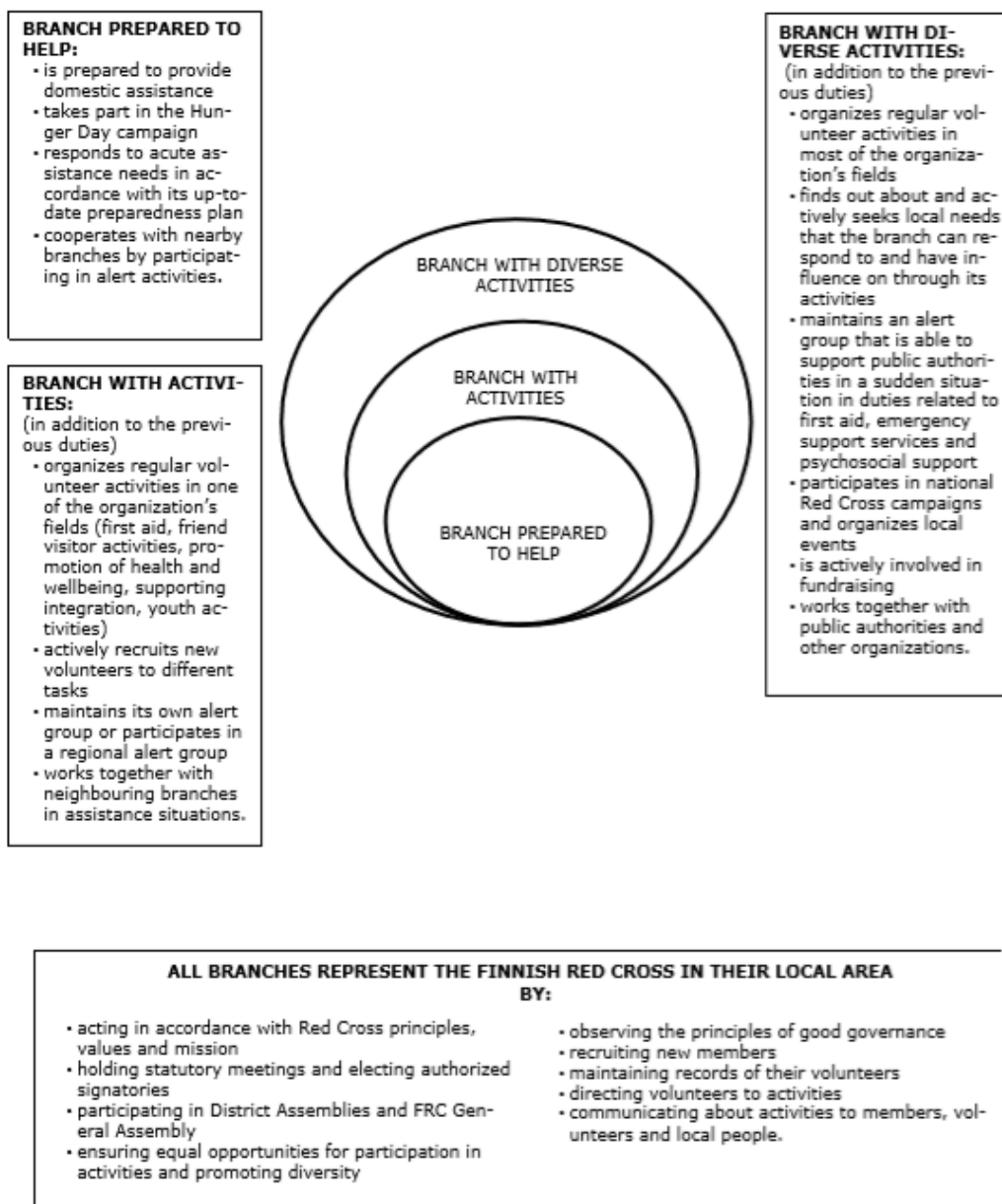


FIGURE 1. Functions of a local branch (Finnish Red Cross 2017, 14)

Tampere local branch, the largest one in Finland, is a branch with diverse activities. However, the interest of this study is focused on the function of organizing regular volunteer activities in the field of supporting integration and on the general function of promoting diversity, common to all branches. These functions have their grounds on the purposes stated in sections 3 and 4 of the Presidential Decree (7.12.2017/827): To “ensure respect for the human being and human rights in all circumstances” and to “promote co-operation and peace among all peoples”

the FRC organises “multicultural activities and provide education towards international understanding”.

On an operational level, the list of different activities organised by volunteers of the FRC Tampere multicultural work are expressed in figure 2.



Tampere Monikulttuurisuustoiminta

Tapahtumat
Uutiset
Tietoa toiminnasta
SPR Mukana -hengailuillat
Kielikahvilat - Language Cafés
Ystävätoiminta - Friendship activity
Asumisapu - Housing aid
Käsityökerho - Crafting Club
Läksyhjelppi - Homework help
Rasismin vastainen viikko - The week against racism
Tempauksia & tapahtumia - Events & happenings

FIGURE 2. Multicultural activities of FRC Tampere local branch (Suomen Punainen Risti 2018a)

As the aim of the multicultural activities is to support integration, it is necessary to define *immigrant integration*. According to the Finnish Act on Promotion of Immigrant Integration (30.12.2010/1386),

- 1) integration means interactive development involving immigrants and society at large, the aim of which is to provide immigrants with the knowledge and skills required in society and working life and to provide them with support, so that they can maintain their culture and language; 2) integration also means the multi-sectoral promotion and support of integration referred to in paragraph 1 using the measures and services provided by the authorities and other parties; 3) immigrant means a person who has moved to Finland, who resides in the country with a permit issued for purposes other than tourism or similar residence of short duration, whose right of residence has been registered or who has been issued with a residence card.

Hence, immigrants come from diverse backgrounds to find themselves in Finland because of many different reasons. According to European Migration Network (2018, 4), Finnish Immigration Service issued 33 674 first residence permits in 2017, based on family ties (9 089), registration of EU-citizen (7 800), employment (6 751), studying (5 194), international protection (3 784), refugee quotas (750) and other reasons (306). In our context, the interest is largely focused on refugees and asylum seekers who come to seek international protection, including “a mix of people moving due to fear of persecution, conflict and violence, human rights violations, poverty and lack of economic prospects, or natural disasters. Many people cross borders to find work, and an increasing number are moving as a result of climate change. People’s reasons for migrating are complex and are often a combination of these and other social and cultural factors.” (International Federation of Red Cross and Red Crescent Societies 2017, 5.) These people often are in most vulnerable position, which makes them a priority for the FRC (Finnish Red Cross 2018a). However, the multicultural activities and operations of the Tampere branch are open to all immigrants.

Only recently, the Organisation for Economic Cooperation and Development (OECD 2018) blamed Finland on having poor results in integrating and activating immigrant women and children, greatly resulting from the home care allowance system making it possible for women to stay home with small children. So, this as a singular example, there is a lot more work to be done in Finland to enhance integration. Diverse operations and activities aiming to ease integration are vital also in the future.

Supporting migrants and integration is one of the aims of the international IFRC’s Global Strategy on Migration 2018-2022 (International Federation of Red Cross and Red Crescent Societies 2017, 8, 20) that aims to support migrants at different stages of their journey: The ”programmes aim to assist and protect the most vulnerable people whether they are in transit, newly arrived in a country, adjusting to a new society or returning to their old one”. The strategy aims to “promote social inclusion of migrants”, so that they “have access to information, resources and opportunities in their new communities”. To help “migrants feel accepted and included in communities and have meaningful and ongoing interaction with local people”, the FRC as a National Society “will serve as a bridge between migrants

and communities – – to break down barriers and misconceptions”. In practice, these international aspirations are implemented on a national level as explicated in figure 3.



FIGURE 3. Work to support immigrants and integration stated in the FRC's Strategic programme for 2018-2020 (Finnish Red Cross 2017, 10)

Consequently, the work done by the volunteers of the FRC Tampere branch multicultural work is highly important on local, national and international level. Therefore, it is vital to attract and engage new volunteers to maintain these operations running in the future.

2.2 Welcoming process of new volunteers in the Finnish Red Cross Tampere local branch multicultural committee

Generally, as studied by Pessi (2010), organisations recruit new volunteers mostly by transmitting information on their activities through present volunteers, by inviting new people personally and asking those that already participate in some other activity within the same organisation. Exploiting existing networks is vital, as is also personal face-to-face contact. (Pessi 2010, 97, 99.) The Finnish Red Cross (FRC) uses all of these means too. However, despite the efforts, since the member numbers are in decline, in January 2019 the FRC launched an active campaign to recruit new members. The campaign is based on two slogans: “As a member You help” (Jäsenenä olet auttaja) and “Take a moment to help” (Ota

hetki auttamiselle), which are established on the assumptions that people join because of their want to help others, and that easy and fast involvement is appreciated (Punainen Risti 2019a, 13). Indeed, Finns do volunteer because they altruistically want to help others (Pessi 2010), as will be discussed in more detail in chapter 2.4.1. However, since nowadays many especially young people contact the FRC online, this study focuses on recruitment initiated via Internet.

Since this study's objective is to improve the welcoming process, a *process* must be defined at this stage, although the subject is studied in more detail in chapter 3. Berman (2014, 15-16) defines it as "a set of interrelated activities designed to transform inputs and outputs" that "gets you from where you are to where you want to go". When a process is effective, it "realizes planned activities and achieves planned goals". In the context of welcoming a volunteer, the input, i.e. what is already existent, is an online contact sent by an interested individual to become a volunteer and the output, i.e. what is to be delivered, is a motivated, new volunteer actively participating in FRC Tampere multicultural operations.

In this study, the welcoming process to be improved starts when a young person took the initial step by him/herself and sent an online volunteer registration form in between October 2017 and December 2018. The online form was available on FRC's web page in Finnish and in English. In that form, an individual expressed his/her interest in participating in the multicultural operations by choosing this field among all possible fields of operation. A trigger for the welcoming process to start is an automatic notification of new registration as a volunteer, as the registration form was delivered by the online system to an e-mail box in the old welcoming system until the end of 2018. However, the form travelled through the whole organisation before ending up in Tampere multicultural committee's e-mail box. Experience showed that once a person interested in volunteering in multicultural activities in Tampere contacted the FRC via the online form, the information was transmitted to the local committee via first Headquarters in Helsinki and then district office in Tampere, and furthermore, the local branch committee had contacted and welcomed the newcomer by an e-mail, many of those people never showed up in any activities. The generic e-mail sent, preferably within a week, by a committee member responsible of that duty introduced the different activities ongoing in Tampere. The newcomer was invited to join an activity or a gathering

organized for new volunteers approximately once a month, or to reply if s/he has more questions. Often, those individuals initially interested did not reply to that e-mail. Some replied and found an interesting activity, but soon quit. Consequently, the process was often not completed as the FRC branch did not obtain a new, active volunteer. The process was repeated quite similarly, but it was not a documented procedure.

At the turn of 2019 the operating model changed, as the Oma online system (<https://vapaaehtoiset.punainenristi.fi/>) was adopted. Now, new people interested in volunteering are invited to create a profile to express their interests. The online system then transmits the information to the local branch in question, based on the person's postal code. From there on, the process remains similar, as in the new system, the new registration information arrives in the new Oma online system's administrator's view. From thereon, it is a duty of FRC Tampere local branch representative to contact the new possible volunteer and suggest a suitable volunteer task. Consequently, it is still vital to know how to improve the welcoming process after someone has expressed the interest online. The FRC annual report from 2017 (Finnish Red Cross 2018b, 6) states that new volunteers expect "fast and targeted communication as well as smooth entry in the activities". This study interests in exploring whether the welcoming process follows this known guideline and how to improve the process to enable this "smooth entry".

2.3 Volunteer management to enhance commitment

Welcoming new volunteers is important, but so is their engagement in activities and the maintenance of motivation because the Finnish Red Cross (FRC) Tampere branch needs new volunteers to keep the operations running. Hobbs (2012, 212-213) stress the organizations' managers' abilities to identify "knowledge, skill and attitudes that potential and existing volunteers possess before assigning them to jobs" to keep them "up-to-date, motivated and inspired, and stimulated to stay". Placing a motivated, suitable person to each volunteer position becomes a question of management. This naturally requires managerial know-how on recruitment and techniques on self-assessment. Therefore, this chapter is dedicated to volunteer management.

According to Safrit and Schmiesing (2012, 6) volunteer management is “the systematic and logical process of working with and through volunteers to achieve – organization’s objectives in an ever-changing environment”. They continue by noting that “central to this definition is the effective and efficient engagement of volunteers as human resources who are respected and valued for both their individual and collective contributions toward the organization’s mission and vision”. The way to make someone feel individually respected and valued, is to focus on personal encounters. It is vital to tell every volunteer that s/he is appreciated, and the organization is interested in how s/he is coping (Pessi 2010, 180). Through screening and interviewing possible volunteers, it is possible to assign them suitable position (Hobbs 2012, 212-213).

Commitment is crucial, and it is three partied: it includes loyalty, willingness to work, and believing in organization’s values and goals (Smith 2012, 81). The organizational culture and the way of doing things will in the end define whether a volunteer once joined for one of these previous reasons, will commit and stay (Smith 2012, 99). Pessi’s study (2010, 108) reveals that most common ways used by organisations to engage volunteers were recreation activities, support and guidance, small recognitions, positive feedback, contact and education. The FRC Tampere branch’s organizational culture would be another fascinating study topic, but in the scope of this thesis, the focus is on the very first steps of welcoming process.

The management’s role will be highlighted especially in chapter 6 with the suggestion of how to implement the change, as Kotter (2017, 21) emphasizes the role of key people as leaders.

2.4 Volunteer work

Volunteer work has been an ever more important issue not only on national but also international scale especially since the turn of the millennium: As summarised by Pessi (2010), the year 2001 was dedicated to volunteering by the United Nations to make volunteering work more known, recognized and acknowledged.

A few years later the European Union published the *Manifesto for Volunteering in Europe*, to point out the importance of volunteer work in boosting competitiveness and economic growth. The European Parliament highlighted the role of volunteer work and encouraged the member states to promote volunteering in its report from 2008. Also, the European Council promoted volunteering in 2011 as an important factor in active citizenship and democracy. (Pessi 2010, 7-8.)

Volunteer and *volunteer work* are essential notions to this study. The international Labour Organization (ILO) defines volunteer work as follows:

Volunteer work refers to activities performed willingly and without pay to produce goods or provide services for others outside the volunteer's household or family. Volunteer work plays an important role in countries, contributing to production and to economic output, particularly in the non-profit sector, and also to community development, social cohesion and civic participation. (International Labour Organization 2018.)

ILO also presents a definition of a volunteer:

Persons in volunteer work are defined as all those of working age who during a short reference period, performed any unpaid, non-compulsory activity to produce goods or provide services for others; that is for economic units outside the volunteer's household or family. (International Labour Organization 2018.)

The International Federation of Red Cross and Red Crescent Societies (2018c) bring the definition into a more personal and practical level by determining volunteer as someone having “a strong personal motivation”, working part-time, being local and knowing “the needs and resources in the community”. However, in practise it is difficult to define *volunteer* in the FRC Tampere branch's context, as mentioned in chapter 1.1., as people may volunteer once a week or once a year.

ILO (International Labour Organization 2018) continues by distinguishing two kinds of volunteer work, namely organisation-based volunteering and direct volunteering. The last one refers to voluntary work done directly to other individuals, whereas the first – the one that is the focus of this study – refers to volunteer work via organisations.

In this study, a volunteer is someone who participates more or less actively in the multicultural operations of the FRC Tampere local branch. However, as already noted in the Introduction, one must distinguish FRC *volunteer* from *member* who is paying either an annual or lifetime membership but not necessarily participating in operations. This study focuses on those donating time and effort, not solely money.

According to the Taloustutkimus Oy's study, Finns volunteered in 2018 mostly among children and youth, sports, and elderly people. The hours combined, Finns worked voluntarily just under 40 hours per month for these causes. The hours spent doing volunteer work related to refugees, immigrants, ethnic associations and minorities was 7,68 per month. (Taloustutkimus 2018, 3.) The work done for and with immigrants is not that popular. Pessi's study (2010, 27-28) revealed that volunteer organisations do not have much volunteer activities regarding immigration and immigrants. This offers the FRC a possibility to stand out among other organisations, since it is popularly known for its immigrant work done especially in reception centres. People may easily contact precisely FRC when interested in volunteering among immigrant integration.

2.4.1 Volunteer motivation

As previously seen in the definition of *volunteer* by the International Federation of Red Cross and Red Crescent Societies, *motivation* is a crucial factor in volunteering, since participation in activities is totally based on voluntary actions. There are no compulsions, nor obligations. People participate because they choose to do so.

One could assume that engaging someone who initially is motivated to work voluntarily would be easy. Yet, it is not. Welcoming someone who has already made the effort of contacting the Finnish Red Cross (FRC) Tampere branch should be of high importance, as the initial work of evoking interest has already been done by the individual him/herself. Terry et al (2012) refer to a volunteer life cycle starting from when organization assesses what kinds of volunteering opportunities

they have to offer, as well as making them known to the public by various channels. This is partly done when an individual seeks information on FRC's webpage and decides to volunteer, for there is information available on different volunteering possibilities. However, the information is not precise. Yallen and Wentworth (2012, 144-145) emphasize the importance of precise job descriptions to communicate clear duties to volunteers starting from recruiting.

Secondly, after having raised an interest in the future volunteer's mind, it is important to welcome him/her in a way that is boosting the motivation. There should be a plan ready made to offer different people different volunteer positions, as well as a list of these duties available. There should be something for everyone – from one-time volunteers to long-term volunteers (Pessi 2010, 81; Terry et al 2012, D.3.-D.4.).

Rehnborg and Moore (2012, 103) point out that "intentional planning and vision setting" as well as "acknowledging the diversity of roles and motivations in their volunteer workforce", organizations can ease volunteer commitment. They remind of the multitude of reasons for volunteering. This study, in its part, tries to find out reasons behind young people's interest for volunteer work in multicultural activities of the FRC.

As summarised by Pessi (2010, 141, 158), previous studies on volunteering show that Finns are mostly motivated to volunteer because they want to help others – more than some other Europeans for example. Based on this fact, the FRC is on the right track when appealing to people's altruistic qualities in its new campaign, as mentioned in chapter 2.2. Less important motivators are the want to use one's time on something useful and to have some routine duties. Women want to help others, learn new things and meet new people, whereas men are more influenced by friends, by doing something useful and of volunteering as civic duty.

Regarding especially young people, Pessi (2010) reveals that people from 20 to 29 years of age are also very motivated by helping others – especially unfamiliar people that they would not be in contact without an organisation – in social, active tasks. The young also value personal growth and want to try new things. They

are not looking for continuity nor familiarity, and they are mostly interested by project natured, clearly defined duties. (Pessi 2010, 158-159, 171-172, 175.)

2.4.2 Motivation theory of sixteen basic desires by Steven Reiss

The hypothetical starting point of this study is that when expressing one's personal interest for volunteering online, the person is doing that for a reason. Something is motivating him/her to take the first step. This chapter explores the motivation theory by Steven Reiss, well suitable for volunteer context, as it will be argued shortly.

There are historically important theories on motivation, such as Cognitive Evaluation Theory of Edward Deci (Gagné and Deci 2005, 332) dividing motivation into intrinsic motivation triggered by internal factors and extrinsic motivation evoked by external factors, or Abraham Maslow's need theory from 1943 dividing human needs into five categories on a pyramid: psychological needs (air, food, water, sex, sleep, workout), safety needs (personal security, employment, resources, family, health, property), needs of love and belonging (friendship, family, intimacy), needs of esteem (self-esteem, confidence, recognition, respect) and self-actualisation needs (creativity, morality, spontaneity). When one level is satisfied, a person can proceed to next level. (Reiss 2013, 79.)

These theories have greatly influenced studies on motivation and are often cited and also contradicted. Reiss (2013), for example, argues all motivation to be based on inner interests and values. He also states Maslow's model to be problematic, because of the division to five categories on non-relative bases. Another problem is that the pyramid fails to appreciate individuality. (Reiss 2013, 79-80, 82-83, 211.)

In his theory, Reiss (2013) presents 16 scientifically – during years of empirical study – identified basic, psychological needs or objectives that motivate our behaviour, actions, thoughts, and conceptions, and are never satisfied permanently. We humans make new decisions every day to satisfy these needs, simply because we want to satisfy them based on our inner values. They are an indelible

part of our humanity universally. The basic desires in random order are power, independence, curiosity, acceptance, order, saving, honour, idealism, social contact, family, status, vengeance, beauty, eating, physical activity, and tranquillity. What makes everyone unique, is the personal prioritizing: one particular need is more important to one and less important to another individual. The order of importance is revealed by the Reiss Motivation Profile®, standardised psychological evaluation, which lists personal traits and core values and their level from low to high need. As the origin seems to be genetic, these desires stay quite constant throughout our lives. Yet, naturally, our culture and upbringing play a role in strengthening some desires and weakening some others and determining how we tend to satisfy these different desires. (Reiss 2013, 15, 35-38, 46.)

This theory is intriguing in our context, as it gives a practical tool to get to a personalized level of motivation expressed through different personal traits. Consequently, this information will provide some basis to develop and reconstruct the Finnish Red Cross (FRC) Tampere branch's welcoming system in the first steps of volunteer's path: when greeting a new possible volunteer, these elements should be taken into account to find the best possible way of participating for each individual. A closer examination of these 16 basic desires and the personal traits they might bring along are presented next (Reiss 2013, 63-78), but their application in the volunteer welcoming process and engaging is studied in the analysis chapter 5.3.

- **Power.** The inner need to influence and lead, and appreciation of accomplishments and hard work motivate us to influence people, events, and surroundings. On one hand, people with high need for power easily adopt leading roles, look for challenges, and work hard to reach their goals. On the other hand, the ones with low need rather stay aside, and let events develop without influencing, because they dislike controlling and giving orders to others.
- **Independence.** This desire refers to our need to trust oneself, to make personal decisions, and value freedom. If one has a strong need for independence, s/he is likely to be independent and autonomous. Ones with low need rely on other people and value support on decision-making.

- **Curiosity.** We can also get motivated by the need to understand intellectual information, ideas, and concepts. People with high need for curiosity are intellectual, and love reading, whereas those with low need are more practical and ready for action.
- **Acceptance.** The level of this need determines how confident one is, and, therefore, how does one deal with feedback, criticism and rejection. People with high need of acceptance often need a lot of encouragement from others to engage in new activities.
- **Order.** This desire reveals our need of structure and planning. Ones strongly motivated by order, are punctual and have an eye for details, rules, schedules, and predictability. Others, who have low need, and thus are flexible and very tolerant of uncertainty.
- **Saving.** This refers to the need of collecting items or money. This axis goes from someone very prudent and economical to someone extravagant and wasteful.
- **Honour.** This desire motivates people to follow moral codes and rules. Ones with high need for honour are likely to be fair, loyal, and trustworthy.
- **Idealism.** People with high need of idealism i.e. need of social justice are likely to be interested in civic activities, world peace, helping ones in need, and global health issues. These people are humane, compassionate, fair, and committed to their cause.
- **Social contact.** This desire refers to the need of peers. Ones with strong need of social contact are friendly, pleasant, outgoing, and looking for social contacts outside family relations.
- **Family.** People on this axis differ from family-centred and nurturing individuals to those independent and unattached.
- **Status.** We are more or less motivated by the need of respect based on social status due to family origins, wealth, looks, or fame, not earned by personal accomplishments. Ones with high need of status often appreciate wealth, material possessions, and social class. They relate to popular phenomena and enjoy being associated to respected clubs or associations. Those with low need of status may not care that much of what others think of them and are not impressed by fame and wealth.

- **Vengeance.** This need correlates with one's competitiveness and reactivity. People with low need of vengeance tend to avoid conflicts and rather seek co-operation.
- **Beauty/aesthetics.** The need of romance, sex, looks, and visuality can also influence our behaviour.
- **Eating.** This refers to low or high need of food.
- **Physical activity.** People who have a strong need for physical activity and thus a strong need to use one's muscles, often have an active lifestyle and they may appreciate physical endurance and strength.
- **Tranquillity.** The last desire is about the need of safety and exploring one's surroundings. Ones with high need of tranquillity avoid risks, whereas others with low need are fearless and have a high tolerance for stress and risk-taking.

(Reiss 2013, 63-78.)

To motivate others, one needs to appeal to their values. People tend to consider one's own values to be the best ones, and it is sometimes easy to forget that other people are motivated by different things. (Reiss 2013, 203.) When not motivated, as pointed out by Mayor and Risku (2015), it is often because of imbalance between our inner motives and outer tasks.

Consequently, to ensure that volunteers find suitable tasks, and their motivation endures, it is vital to get to know the new possible volunteer personally as early as possible, and discuss and compare the individual motivational factors to the updated listing of clearly defined open volunteer tasks.

3 PROCESS DEVELOPMENT

As briefly mentioned in chapter 2.2., a *process* is an entity of different activities that are executed to achieve something. In the context of this study, the welcoming process is what happens in between when an interested individual sends a registration form and when that same individual becomes an active volunteer – or not.

The “way of carrying out a process or activity” is called a *procedure*, that “outlines who performs process activities and in what order and provides other relevant information” (Bernman 2014, 17-18). The object of this thesis is to form a written document, a procedure suggestion for welcoming a new volunteer to explicit the activities of the welcoming process. This is done in chapter 5.3.

Bernman (2014) highlights the importance of procedures as they provide models on how the organisation operates and, also, practical steps to operate in a way that supports the goals of the organisation. Furthermore, they set uniform operating models and clear examples for newcomers to follow, as well as make improvement easier, as there is a concrete, documented starting point. (Bernman 2014, 17-19.) The benefits of having clearly defined procedures in volunteer work are evident, since they offer a way to perform activities in the same way by different people in a context where turnover rate of people involved is quite high.

Out of different situations that require revision of processes and procedures (Bernman 2014, 21), the one suitable to the context of this study is when “reasonable targets” are not met. This is precisely the challenge at hand: it is reasonable to presume, that at least some individuals who have actively taken the first step of sending a registration form actually become active volunteers. Another need is when there are misunderstandings on roles and duties (Bernman 2014, 21). This can easily occur in volunteer sector, if the duties are not clearly defined.

The two opposite bases of development work are scientific research and personal, non-argued thinking (Ojasalo et al 2014, 17). The origins of this study are in the latter, as the challenges in recruiting new young volunteers have been

empirically observed and recognised, but not so far systematically examined to get factual data to explain the phenomenon. This thesis attempts to resolve this practical problem raised from day-to-day work, relying on former studies, theories and concepts as elements of objective research to give scientific confirmation to observations made on personal level. The development work is research-based and in dialogue with everyday life observations.

In our society, organisations – companies as well as volunteer sector organisations – face a continuous need for change. The environment, people, and customs are changing, and the organisation needs to handle that. According to Ojasalo et al (2014, 12) an organisation needs continuous development work to create a functional organisational structure, to motivate employees, to rationalize and improve actions, and to solve raised challenges. The development process is initiated by first exploring the areas in need of development and then by forming objectives and a plan to reach them. Secondly, the plan is executed, and thirdly, the results are analysed. (Ojasalo et al 2014, 22.) In the Finnish Red Cross (FRC) Tampere branch's context, the area in need of change – namely the recruitment process and especially the welcoming part of it – has been recognized in practice. This study aims to narrow down and explicit the specific points in need of development. Objective is also clear, since the FRC Tampere branch needs to recruit more volunteers. The plan is composed in chapter 5.3. based on research results.

3.1 Cameron and Green's organisational types

Once the plan is composed in a form of new procedure, it needs to be executed in the Finnish Red Cross (FRC) Tampere branch. Making changes in the organization and its way of executing different activities requires first acknowledging how does the organization work. Cameron and Green (2012, 110-111) divide organizations into four types using practical metaphors, depending on their ways of dealing with change and on roles of leaders: organizations can be considered as machines, as political systems, as organisms, or as flux and transformation. Without further study on the matter, this thesis does not firmly categorize the FRC Tampere branch as belonging to one particular of these. However, as a big, hier-

archic organization dealing with ever changing societal phenomena, it could presumably be a mixture of machine, where there are clearly defined structures and roles and managers have control, and organism, that sees the organization as a “living, adaptive system” that is in constant connection to its surroundings, in which case Cameron and Green (2012) propose Kotter’s eight-step change plan as one tool of conducting change, to especially emphasize the initial actions of sharing the new vision and getting people motivated for change. (Cameron and Green 2012, 112-113, 148.)

3.2 Kotter’s eight-step change plan

The object of this thesis is to produce information to be used on practical level to improve the recruitment process and especially the initial welcoming part of it. Therefore, once the research data is collected to distinguish the points in need of change and a suggestion for new procedure covering the welcoming process is formed to present a concrete suggestion to Finnish Red Cross (FRC) Tampere branch to maybe appear more welcoming and motivating to young people and increase the number of young volunteers, a change management plan is created based on Kotter’s eight-step change plan design (Kotter 1995; Kotter 2017) to implement the new procedure.

According to this model, change can be made in eight steps: Firstly, the urgency is created, and secondly, a powerful coalition is formed. In this context, these steps are partly done, because the executive manager along with some key volunteers recognize the risks in the lack of volunteers and the need for change. As Kotter mentions, the head is the key. Yet, power requires “expertise, reputations and relationships”, thus it will be important to get also long-term senior volunteers to promote the new model. At third step, the vision for change is created. The vision needs to be easily communicated and appealing to other volunteers. (Kotter 1995, 60-63.) For this purpose, Collis and Rukstad’s (2008) method of summarizing the strategy in to maximum 35 words will work perfectly.

After having created a climate for change on the first three steps, it is time to engage and enable the organisation by communicating the vision, empowering

action and creating quick wins so that people do not lose interest. The last two steps are to build on the change by repeating the new method and finally, to make it stick by continuously demonstrating that the new approach works. (Kotter 1995, 63-67; Kotter 2017.) The plan is made in chapter 6.

4 RESEARCH METHODS

4.1 Research plan of the present case study

Year by year it remains challenging to recruit, engage and motivate new volunteers – especially the young. The year 2015 was an exception: the number of volunteers augmented steeply as immigration was an important issue because the global refugee crisis hit Finland with 32 476 asylum seekers arriving compared to normal yearly amount of 1500-1600 individuals (Ministry of the Interior 2018a). Unfortunately, those volunteers did not remain active. Yet, since the entire structure of the FRC is mostly based on volunteer work, it is important to get new volunteers also in the future to keep the activities running, especially now as immigration and integration policies remain an important political issue in Finland and globally. (Ministry of the Interior 2013; Finnish Red Cross, 2018a; Ministry of the Interior 2018b.)

By gathering information from those who expressed their interest in volunteering by sending the registration form online, this study aims to get insights on how to develop the first crucial steps in welcoming new volunteers. Between October 2017 and December 2018 there were 29 young people under 29 years of age expressing their interest via the online form in volunteering for the multicultural activities in FRC Tampere branch. By studying and analysing their experiences, observations, and thoughts, modifications are proposed to welcoming process, so that in the future, more new young people will engage in volunteer operations and the fresh enthusiasm of newcomers will be appropriately channelled towards suitable volunteer tasks.

The object of this thesis is to develop an existing process. For this purpose, a case study is appropriate, as it is a suitable method for development work. The case in question is the welcoming process, and specifically the process starting from sending an online registration form and ending in the individual decision of volunteering or not as examined in detail in chapter 2.2. A case study produces comprehensive information on current phenomenon in its real context by examining the case in a detailed matter (Soininen 1995, 82; Routio 2007; Ojasalo et al

2014, 52). The target is to study the population to raise individual observations and experiences. This study wants to know how the individuals once interested in volunteering perceived the welcoming process and why they did not end up volunteering. Precisely these kinds of questions starting with *how* or *why* are characteristic to a case study. Furthermore, a case study does not attempt statistical generalization, but the case is examined in its unique context to produce information to support development work. (Ojasalo et al 2014, 53.)

The importance of this study is substantial especially these days of increasing insecurity and distrust, when the humane values of the FRC are needed. According to Limnell and Rantapelkonen (2017) who studied the visions and sensations of future of personal and national safety among young Finns of 19-36 of age, both national and personal sense of security have declined during past few years and they anticipate this to continue in the future. There are local differences and fragmentation, but the main lines are clear; the outlook is pessimistic, and the young name immigration as one factor decreasing national and especially personal security. Threats to security are not external but merging from within Finland. Therefore, the young feel that equality and trust need to be conserved and strengthened to stop disparity and to increase safety in the future. (Limnell and Rantapelkonen 2017, 61-62, 243-244.) Volunteering for the multicultural activities of the FRC Tampere local branch could give the young the feeling of having an impact on the unwanted development of Finnish society by actively promoting integration and diversity.

According to its Strategic programme for 2018-2020 (Finnish Red Cross 2017, 5-6, 8), the FRC is “open to all and offers opportunities for action for all that are committed to [the seven fundamental] principles”, it “will actively involve young people” and it “want[s] people to become more active in their community and that the sense of belonging and influencing grows”. To execute this strategic object, the FRC needs to improve its process of welcoming new volunteers. Those 29 young people forming the study group of this thesis, were presumably motivated to actively influence their community and committed to the seven fundamental principles since they chose to volunteer for the FRC. But, supposedly the FRC Tampere multicultural work failed to offer suitable “opportunities for action”.

Volunteers come and go as their interests change. That is normal human action. Yet, from organisational point of view of, there is a need of stability to be able to offer different kinds of activities for people in need. In today's world there is a multitude of choice on free time activities. New forms of volunteering are emerging, as for example people voluntarily sharing knowledge online in Wikipedia. However, the study by Taloustutkimus (2018) states that still clearly most of the volunteer work is traditional face-to-face, long-term, regular activities through an organization.

The hypothesis, based on author's personal experience of volunteering as for example committee member responsible of organising activities, as well as on discussion with fellow long-term volunteers, is that the process of welcoming new volunteers by a generic e-mail is too impersonal and vague. People attracted by volunteering for the FRC Tampere multicultural activities, that offer mostly face-to-face volunteer options are assumed to have, according to Reiss' theory explored in chapter 2.4.2. a high need for social contact. This need is probably not met via e-mails.

In their thesis from March 2017, Rask and Tuononen (2017) studied 24 individuals volunteering in reception centre run by the FRC in the district of Savo-Karjala in Eastern Finland. Most were aged from 46 to 65, so they are not the same age group as the target group in this study. However, the context of helping immigrants is somewhat similar. The study found out that most volunteers felt that volunteer work was surprisingly unorganised. They had been waiting for more guidance. Some were hoping for more clearly defined tasks. When studying their motivational factors, the number one factor was the desire to help others. Some also felt being able to influence the attitudes of surrounding people by sharing own personal experiences on working with asylum seekers. Motivation had decreased when an individual had not felt needed and had not found a place in the system. (Rask and Tuononen 2017.) Similar issues may hypothetically be involved in the context of this study.

4.2 Data acquisition methods

To study the experiences of young people who registered online as volunteers and expressed their interest on multicultural activities of the Finnish Red Cross (FRC) Tampere local branch, they were approached via an online questionnaire. Since all these written registration forms ended up in the local multicultural committee's e-mail box and, the e-mail address and age information of those individuals is available. According to the privacy policy statement (Punainen Risti 2018) to which an individual agreed to when sending the online form, the personal information can be used to develop voluntarism. Therefore, the study population is narrowed down to those under 29 years of age at the moment of sending the form, based on the date of birth. Also, the study population is limited to those who sent the online form in between October 2017 and December 2018. This arbitrary time frame assumably gives enough individuals to have a substantial study, but also guarantees that the feelings, experiences, and motivational factors of that moment are still easily recalled. The number of those individuals is 29. Because of this small number, it was not necessary to do any further sampling.

Methods used in a case study can be qualitative or quantitative, as for example a survey. Different authentic organisational material can be used. (Ojasalo et al 2014, 55.) The method chosen to be used in this study is survey. As often pointed out (Soininen 1995, 34; Ojasalo et al 2014, 121), a survey has a downside of producing superficial information and not knowing how much of an effort the respondents took in answering. However, a survey can produce general information in our case to give basis on developing the welcoming process to correspond to the needs of majority. Furthermore, a survey is suitable for empirical research, which means that it is based on senses, observations and information gained through experiences. Those experiences can be made explicit by inquiries, interviews or observation. (Soininen 1995, 13, 17; Routio 2007.) The empirical method chosen for collecting data in this study is survey including closed and open questions, because the aim is to get to the source of individual opinions and reflections on the welcoming process, and motivational factors behind the interest in volunteering for the FRC multicultural activities. By using both closed and open questions it is possible, on one hand, to get quantitative information on targeted factors vital for this study, and on the other hand, to give space for respondents'

own ideas, opinions, and expressions to gather qualitative data. Using both methods also decreases the possible challenges in reliability (Vilkkä 2015, 70).

An online survey is easy and fast to reply, but its disadvantage originates from this same quality: nowadays there are so many surveys sent via e-mail, that people tend to easily ignore them (Ojasalo et al 2014, 128-129). The online survey was chosen, because e-mail addresses of the study group were known, whereas other contact information was not available from all. The timing was scheduled so that no other study concerning the FRC was ongoing at the same time to minimize the risk of people not responding because of having gotten tired of different surveys.

The survey questions were planned regarding the objectives of the study and composed based on former studies and theories used (Ojasalo et al 2014, 130). Especially Taloustutkimus Oy's (2018) as well as Pessi's (2010) studies on volunteering and Reiss' (2013) theory on motivation affected the questions.

The questionnaire in Finnish as it was seen when opening the link sent to the study cohort by e-mail can be seen in the Appendix 1. Furthermore, the questionnaire included some additional questions that appeared depending on whether the response to certain questions was "yes" or "no". All these possible questions in Finnish are in Appendix 2. The survey questions are translated into English in chapter 5 in figures 4-10.

The questions 1,4,6 and 7 were inspired by motivational factors, and by previous study results indicating that one main reason to volunteer is the altruistic want to help others. Also, among main reasons of why people do not volunteer is that they have not been asked to join or they do not know how to join; clearly more than 50% of young would volunteer if they were asked to join. Finns mostly volunteer in tasks requiring helping others face-to-face (Pessi 2010; Taloustutkimus 2018).

The 2nd and 3rd survey questions concerning the welcoming process were inspired by the concepts presented in 2.3.: personal face-to-face contact is important, as well as clear volunteer task descriptions when approaching a new volunteer (Pessi 2010; Yallen and Wentworth 2012).

The last question was to give statistical information on how desirable the FRC Tampere multicultural activities is as a volunteering option at the moment.

Before sending the survey, the questions were confirmed by the FRC Tampere local branch representative and the survey was tested once by an individual respondent to ensure the functionality and clarity of the covering note, instructions and questions, as important in a scientific study (Ojasalo et al 2014, 133; Vilkkä 2015, 108).

Finally, the online survey was composed in Lyyti online event management tool (www.lyyti.com/en), used by the FRC and sent as a link attached to an e-mail in April 2019. Two weeks were given answer, and a reminder e-mail was sent after one week.

4.3 Research analysis

By the end of those two weeks given to answer, only six responses arrived. The results are analysed on qualitative methods regarding the open questions and on quantitative methods in case of closed questions. Diagrams were drawn automatically by the Lyyti system to ease the perception of results. As the number of respondents was very low, only six, this study cannot give any broad or generalized information. However, it does offer some insights on young people's expectations and experiences.

In qualitative analysis, interpretation and understanding are vital, which make it vulnerable to subjectivity and doubts on reliability (Soininen 1995, 34). The aim is not to find any absolute truths, but to explicit personal experiences (Vilkkä 2015, 120). Analysis and discussion of results is done in chapter 5.

5 RESEARCH RESULTS

The study group of 29 people was given 14 days to fill in the questionnaire sent by e-mail in April 2019. A reminder was sent after seven days. Finally, only six answers were given. This fifth chapter offers answers to the research questions through analysing and interpreting the responses. The research questions are revised below:

- Was there something wrong with the welcoming process as it did not succeed in ensuring the preservation of individual interest and motivation?

The experiences regarding the welcoming process are examined in chapter 5.1.

- Why did the motivation of a young individual once interested in volunteering for the FRC Tampere local branch multicultural activities drop and why s/he never became a volunteer or only stayed for a short period of time?
- What motivated the young individual in the first place to contact the FRC Tampere local branch multicultural activities?

These two questions related to volunteer motivation and engagement are explored in chapter 5.2.

- How to improve the FRC Tampere local branch's initial welcoming process to engage motivated, active, young volunteers?

This main research question is discussed in chapter 5.3. concluding in proposing a new procedure of welcoming process. The analysis of research data will provide information on developing the welcoming process to form a justifiable procedure to clarify the welcoming process.

In the beginning of following sous-chapters the questions asked, the answer options to closed questions, and the answers given to open questions are translated from Finnish into English by the author of this thesis. The diagrams presenting statistical information are also displayed. The original information in Finnish is

available in Appendices 1-3. The representation of answers is followed by analysis.

5.1 Welcoming process

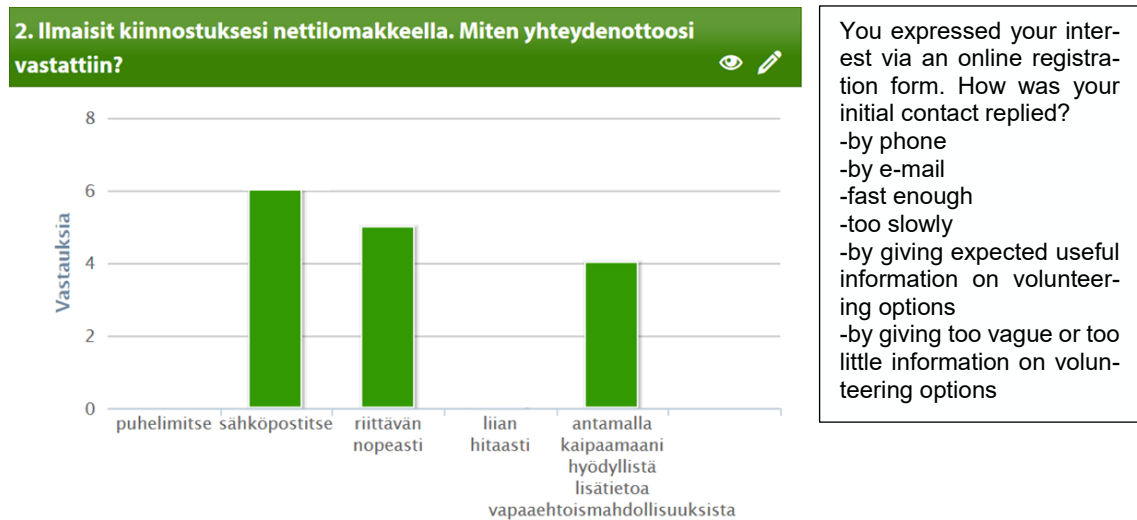


FIGURE 4. The online survey question 2 and responses

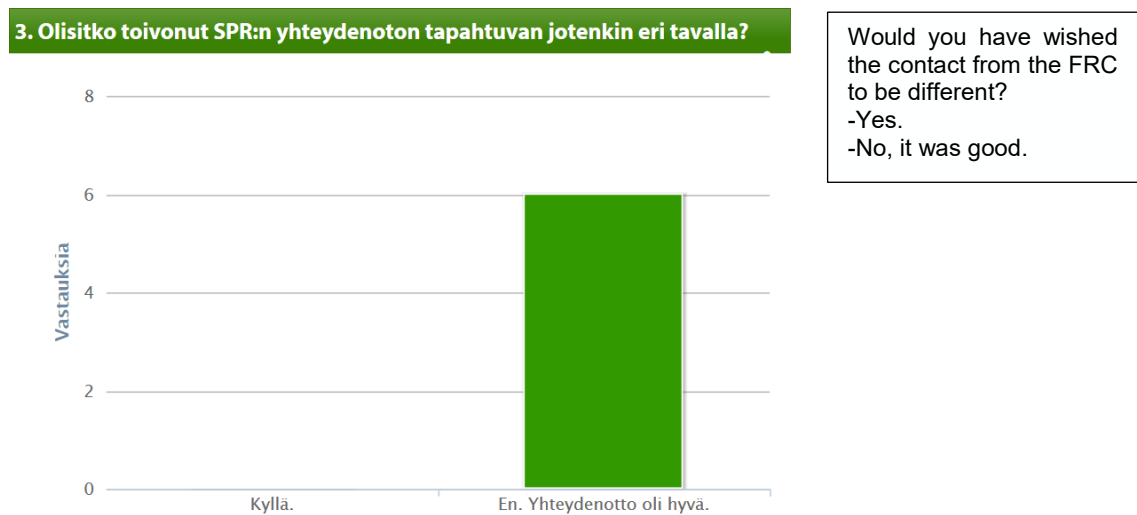


FIGURE 5. The online survey question 3 and responses

As the figure 5 demonstrates, no one answered “yes” to the 3rd question that asked whether the initial contact should have been different. Choosing “yes” would have made three additional questions appear to examine the reasons behind the dissatisfaction:

“Should the contact have been more personal? Yes/No”

“Would you have wanted to discuss face-to-face with FRC representative on volunteering options? Yes/No”

“Should the contact have included more specific information on volunteering options? Yes/No”

The responses to questions two and three regarding the welcoming process are shown in figures 4 and 5. Distinctly differing from the initial hypothesis of this study, all the respondents considered the generic e-mail to be a good way of initially contacting the new volunteer. The contact was considered to be fast enough and including useful information on volunteering options.

Based on these results, the initial contact by e-mail is a convenient, functional option. The short presentation of ongoing activities and an invitation to either join a gathering or to reply to get further information, is suitable content of the e-mail. There does not seem to be a need to further specify the volunteer tasks or provide a face-to-face encounter to discuss personal expectations at the first stage, unlike presented by Pessi (2010) and Yallen and Wentworth (2012).

However, in later steps of the welcoming process there seems to be need for improvement, as stated in open responses to the additional question “Why did you not join any activities?” in question 4 seen in the figure 7 in next chapter 5.2. The first face-to-face contact with a Finnish Red Cross (FRC) Tampere branch’s representative had been a disappointment as that person, according to one respondent, seemed “fed up and indifferent” and did not show interest in the newcomer. Furthermore, two respondents mentioned that they would have wanted to meet other volunteers to hear their experiences and to get acquainted with fellow volunteers. One respondent also brought up the unorganized structure of an activity s/he has participated in, as well as not having enough open tasks for all. These experiences are compatible to what has been revealed in former studies: A new volunteer should be welcomed individually, in a stimulating way that maintains and augments the motivation. There should also be clearly defined, preferably personally tailored task available for all and a possibility to genuinely integrate the volunteer community. (Pessi 2010; Terry et al 2012.)

5.2 Volunteer motivation and engagement

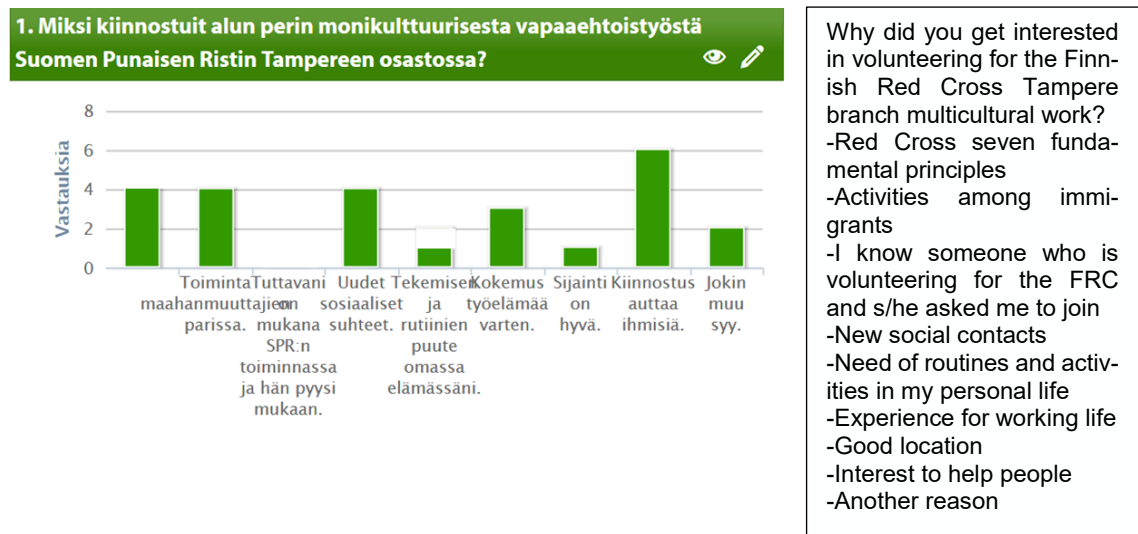


FIGURE 6. The online survey question 1 and responses

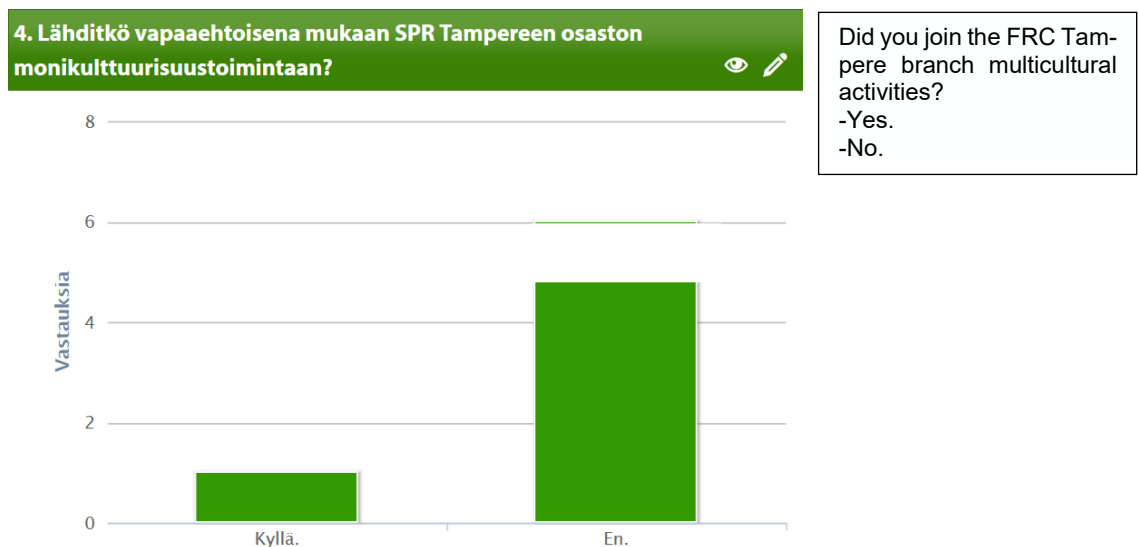


FIGURE 7. The online survey question 4 and responses

After answering “yes” to question 4, two additional open question appeared:

“Which activity did you join and why? How much time monthly you use/used on volunteering in that activity?”

One person replied “yes” and added: *I joined an activity in which volunteers go to immigrants’ homes if they have asked them to come. This activity had two names,*

so I do not remember exactly. Maybe “Arjen apu” or something similar? I participated a couple of times and also went to marvel at “Kielikahvila” a couple of times.

To the second additional question “Are you still involved in that activity?” s/he answered “no”, which made yet another additional question to appear: “For how long did you volunteer? Why did you stop?” The open answer was:

For a very short period of time. [The rest of the answer is not published.]

When choosing “no” in question 4, another additional open question appeared:

“Why did you not join any activities?”

Everyone who answered “no” also explained in more detail:

Life situation at that moment did not permit after all.

I started studying and that became the primary pastime.

It required a training course.

I met the volunteer coordinator face to face, and I got an impression that the operation model had been quite bad, and it was under development. In this meeting I started already to feel little not welcomed: the coordinator seemed to be maybe a bit fed up and indifferent. The person had replied on e-mail that I would be welcome to stay right after our meeting in a volunteer gathering. I had been waiting for that to see other volunteers and to hear their experiences. In our meeting the coordinator seemed to have forgotten this, and after talking with me for 15 minutes, s/he hinted me to leave by saying something like that is all, thank you and bye. I participated in one volunteer job, but that was quite a flop and felt like waste of time. Two experienced volunteers who were there with me rolled their eyes on that hustle from start to end. We went far way in a suburb and when we finally got to those people we were supposed to visit, it turned out, that the whole thing was a misunderstanding. We could not offer the kind of help they needed, and the visit was totally unnecessary. After this I assigned to go on other same kind of jobs, but other volunteers were chosen to participate. I gave up and stopped because I was very demotivated by the welcoming I had received, by the lack of group spirit (and group), and by the fact that the whole activity did not seem to meet the customers’ needs.

I would have wanted something else besides the individual introduction. For example, a change to meet other volunteers before participating. Some kind of broader introduction would be good, where one could meet other volunteers and they would share their experiences on volunteering. This would ease the entry

and lower the barrier to participate. In my case I did not participate because everything seemed very distant and I had no idea who I would do volunteer work with.



FIGURE 8. The online survey question 6 and responses



FIGURE 9. The online survey question 7 and responses

The second last question was to give information on whether it was not the decrease in motivation towards especially the FRC, but volunteering in general, why the respondents did not join. The open questions were designed potentially to give ideas on how to develop volunteer duties of the FRC Tampere multicultural operations.

When answering “yes”, an additional question was to appear: “What kind of activity?” The one who answered “yes” added:

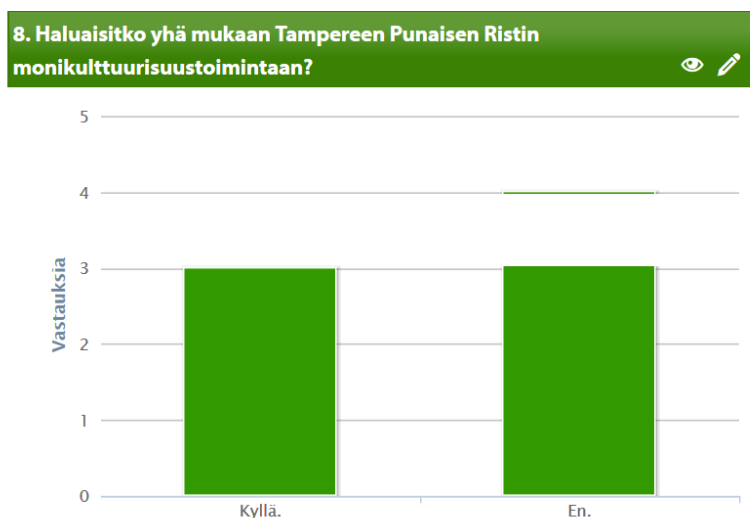
In peace work and in volunteer work regarding immigrants.

When answering “no”, another additional question appeared: “What do you believe to be the reason for not finding a suitable task?” Three out of those five who answered “no” answered also the open question:

Lately I have not been looking for volunteering possibilities because of changes in my life situation.

I have been busy with work and studies, so there has not been any time.

I have not been bothered to look actively enough. I am sure something meaningful would come up if I looked harder and approached different organizations. The beginning is always challenging, but once you get to know people and get into the action, it will get easier. Yet many organizations are a bit distant and one needs to ask many times to get at least in some kind of contact.



Would you still like to join FRC Tampere branch multicultural activities?
 -Yes.
 -No.

FIGURE 10. The online survey question 8 and responses

Based on answers to question 1 in figure 6, the most important reason for registering as a volunteer for the Finnish Red Cross (FRC) Tampere multicultural operations is the want to help others. This is in perfect line former studies on Finnish volunteering motivators (Pessi 2010).

The next important reasons are participating in immigrant activities and forming new social contacts. Wanting to act on immigrant integration was to be expected, as it has been revealed in an earlier study (Limnell & Rantapelkonen 2017) that young Finns feel that the increasing social inequality is a major factor in creating insecurity and that the current immigration policy is amplifying the national bipartition. They recognise the importance of acculturation and integration of immigrants, but express dissatisfaction on the Finnish immigration policy. They are willing and eager to participate in building a safer Finland. Yet, they seem to have quite a pessimistic view on their own possibilities on influencing, and the channels of participating are not deemed adequate. They wish for more possibilities to act and contribute, highlighting the importance of someone setting a good, clear, determined example. They long for more sense of community, local actions based on human values, and recognise the importance of influencing through different associations and organisations. (Limnell & Rantapelkonen 2017, 33, 43, 60, 88, 91-92, 96, 105, 109, 222.) However, it is not reasonable to jump to conclusions that the respondents wanted to join operations regarding immigrants because of societal reasons – there may be other reasons behind, that were not uncovered through the formulation of questions in this study.

These answers also indicate what kinds of needs these people interested in volunteering for the FRC Tampere multicultural operations may have following Reiss' (2013) theory. The precise, personal Reiss Motivation Profile® (RMP) is made by a certified Reiss Motivation Profile Master, but the knowledge of Reiss' theory can give tools to offer volunteers motivating tasks and to develop the welcoming system towards more motivating and appealing direction. Recognizing these 16 basic desires can be used to enhance self-knowledge and, consequently, to help individuals to find the best suitable volunteer work. However, this means that different volunteer tasks' contents, expectations and duties need to be explicated and presented clearly. As Reiss (2013, 109) mentions, the RMP can be used as a tool in recruiting new employees. For instance, the honour scale

should be interpreted as showing the level of loyalty to the organisation, the scale of acceptance as possible meter for dissatisfaction and complains, and independence as showing the level of team spirit (Reiss 2013, 109).

Because among top reasons, after the interest to help people, of getting interested in the FRC Tampere multicultural work were the seven fundamental principles and creating new social contacts, as seen in the figure 6, these individuals may have a strong need for idealism and for social contacts. On a practical level this signifies that the seven fundamental principles should be visible in the contacts such as e-mails and in all material to appeal to people. These principles should be highlighted. Yet, the need for social contacts could be met by organizing more gatherings – as was desired also in the open answers to additional questions in question 4.

The reasons for the decline in motivation and decision not to participate are clearly expressed in the open answers to additional question in questions 4. In two responses out of six the reasons were external to the FRC, namely the changes in respondents' personal lives and thus the lack of time. This is precisely the same reason as given in Taloustutkimus Oy's (2018) study: people do not volunteer because they do not have time for that.

Four people never became volunteers or soon stopped because of reasons connected to the FRC: One did not want to participate on a course that was obligatory to get involved in that particular volunteer task. Another respondent was demotivated by the indifferent welcoming, by the lack of unanimous group and group spirit, and by the disfunction in the activity leading to the sensation of it being a waste of time. Third respondent lost interest because everything felt distant and s/he did not get to know any fellow volunteers, and the fourth one felt that personal values differed from organisational values. These experiences and sensations are considered when forming the new procedure for welcoming in next chapter 5.3.

As the responses to question 7 in figure 9 and to the following open additional questions indicate, only one out of six respondents have found some volunteer work somewhere. Two respondents state that they have not found because of

not even looking anymore, and one has been looking, but has faced same difficulties as with the FRC in getting in contact with other organizations.

To engage a volunteer, there needs to be a suitable volunteer task to offer (Pessi 2010; Hobbs 2012). The answers to question 6 regarding the type of volunteer work desired are in figure 8. The most pursued volunteer tasks are long-term, operational duties among activities promoting immigrant integration. This contradicts somewhat the former ideas that in the future more project, short-term base volunteer tasks are needed to attract new people (Pessi 2010). However, the short-term option was only one answer less desired than the long-term, so no straight conclusion can be drawn.

One clear trend is to consider in what kind of volunteer tasks are desired, namely the lack of interest in online volunteering. No respondent was interested in that option, even though there is nowadays in general a lot of discussion on the need to develop online volunteering options. The traditional face-to-face volunteering is what the respondents of this study want to do. It is also what kind of volunteer work Finns normally do, as 76% of volunteers participate in face-to-face and only 5% to online volunteering (Taloustutkimus 2018).

The responses to the last question in figure 10 demonstrate that, despite the challenges in finding a suitable volunteer task soon after registration as a volunteer, half of the respondents are still interested in participating in the multicultural activities of the FRC Tampere branch. This gives an encouraging signal of remaining motivation and interest towards the FRC Tampere multicultural operations.

5.3 Discussion on results: the plan of improvement

This thesis presents suggestion for changes in the welcoming process, based on the results of this case study and, also, by exploring former study results, theories and concepts on the matter. To recapitulate, in developing a certain process, the first step is to define the matter in need of change. This was done in the beginning

of this thesis project, by forming the research questions and objective: the welcoming process needs altering. Secondly, a plan to achieve new results is made. One part of that plan was to conduct this study to have factual information on how the welcoming process has been experienced. Next, a plan to make the happen is formed. (Ojasalo et al 2014, 22.)

The process of welcoming new volunteers is reconstructed in this chapter to formulate a procedure, i.e. an explicit written text that specifies the different activities or tasks within the welcoming process, their order, and people responsible (Bernman 2014, 17-18). Based on this outline, the process can be repeated similarly in long-term by different people. As stated by Bernman (2014, 71), “[t]he very best kind of procedure is one that is easier to follow than not to follow”. Therefore, this thesis aims in producing a simple, easily understandable model.

It has been observed in this thesis, that to improve recruitment, the Finnish Red Cross (FRC) should offer clearly defined, individually and contextually tailored positions for new and existing volunteers alike. Furthermore, personal face-to-face communication and genuine encounters motivate people as well as innovative out-of-the-box-thinking and new experiments. (Pessi 2010, 181.)

Once recruited, it is crucial to keep volunteers engaged. This is done by being genuinely interested in that person’s coping, interests and ideas on an individual level as well as by thanking him/her in words and in deeds. Volunteers need to feel appreciated and needed, and as part of a community. (Pessi 2010, 178.) The same orientation was discovered in the case study results, as respondents had had negative experiences because of lack of sense of community and team spirit and, also, lack of interest in that newcomer.

Based on the responses given to this present case study, and on former studies and theories, the following procedure of welcoming process for the FRC Tampere branch multicultural operations is proposed:

1. As the process of welcoming a newcomer is triggered by the notification in the online Oma system of new registration, and so the exact date and time of the new volunteer’s contact is known, there needs to be a clear

timeframe in contacting that person. Based on the results of this case study, one week is considered fast enough.

2. The organization needs to decide who is/are responsible of contacting the new volunteer. This person should be someone who has a broad knowledge of different volunteering possibilities, preferably the volunteering coordinator or long-term key volunteers.
3. As based on the respondents' experiences, a generic e-mail is considered a suitable first contact from the FRC, the content of the e-mail needs to be revised and updated regularly to give the newcomer up-to-date information. The e-mail should include the following information to make it as personal as possible, to offer clear information, and to appeal to young's enthusiastic attitude to explore new things as well as to the ones motivated by idealism and the seven fundamental principles (Pessi 2010; Reiss 2013):
 - a personalized greeting, maybe using the newcomer's first name
 - ongoing activities and key volunteers' contact information for further inquiries
 - open volunteering possibilities
 - request to come forward if the newcomer has ideas for new activities
 - date and time of next possibility to come and meet the FRC representative, an employee or fellow volunteers
 - contact information or an invitation to reply to the e-mail in case the newcomer wants more information
 - thanks to the new volunteer for joining
 - the seven fundamental principles of the FRC
 - a signature
4. There should always be an updated list of open volunteer tasks available (Pessi 2010; Hobbs 2012). The list should include different options. These should be examined and maybe brainstormed in different committees. The tasks of all operations should be scrutinized to explicit the contents. The

tasks should be divided into small enough units to enable many people to find suitable tasks and to prevent people from getting overloaded.

5. The necessity and significance of different activities needs to be revised regularly, so that it genuinely responds to the need of immigrants. As seen, it is demotivating if a volunteer experiences the activity as waste of time.
6. After the initial e-mail, the newcomer should not be left on her/his own. S/he should be contacted again if s/he doesn't show up in any activities or gatherings. This naturally requires a close interaction in between volunteers performing tasks to inform others of newcomers, so that is known who has joined and who has not.
7. Gatherings should be organized regularly to enable also new people to build sense of community and share experiences, feelings, and opinions. This was clearly expected by some of the respondents, but they got disappointed. Furthermore, it is important for long-term volunteers as well to keep them motivated. (Pessi 2010.)
8. To find suitable tasks for newcomers, they could be interviewed to find out their personal expectations and motivations (Pessi 2010; Hobbs 2012). This need was not expressed in the responses, but it is often stated as augmenting motivation in former studies. On a practical level, the interview could offer information based on Reiss' (2013) theory on personal desires, that is useable in career planning (Reiss 2013, 125-134). For example, individuals with high need for aesthetics (instead of romance), could be suitable for tasks that require artistic qualities as decorating events, taking photos for material, illustrating blogs etc. Furthermore regarding material, those with high need for curiosity can make good volunteers for planning new activities, updating information, writing blogs and other material, as they want to be intellectually stimulated.

Another person, who has a high need for physical activity, may be at his/her best in tasks that require standing and moving, as in different outdoor activities, housing aid, building event venues etc. Consequently, ones

with low need for physical activity, can be very good in tasks done by the computer, sitting down.

People with low need of acceptance can deal with rejection and (negative) feedback. Therefore, they could be good in recruiting new volunteers, approaching people and marketing. Also, people with high need for social contact could succeed in that task. The latter kinds might also be good team leaders. A person with high need for status could also be motivated by leading tasks

Those with high need for order may be good in administrative work, planning and organising activities, constructing and dismantling event venues, whereas those with low need may be better in executing those activities on a flexible and spontaneous way whereas those with strong need for saving can make good administrative volunteers to keep books on different events and activities.

9. Finally, even though the welcoming process ends once a volunteer has found a suitable task, the commitment needs to be upheld in the long run.

6 IMPLEMENTATION OF THE NEW PROCEDURE

The national Finnish Red Cross (FRC) is an old and traditional civic organisation dating back to 1877. The Tampere local branch has been operating as we know it today since 1950, even though there were attempts in 1914 followed by some activities from 1918 to 1937. The multicultural activities in Tampere started in 1993 by founding an international meeting place. Hence, there are long traditions in volunteer work. Yet, the decreasing number of members and volunteers have shown that work need to be done to attract new volunteers to keep the important work ongoing. New methods and procedures need to be developed. This thesis contributes to that need.

Finnish youth is ever more interested in volunteering and ready to give their time on helping others. They also feel that immigrant integration is vital to the equal evolution of Finnish society. (Myllyniemi 2016; Limnell and Rantapelkonen 2017; Taloustutkimus 2018.) Consequently, it should not be very difficult to engage young volunteers for the multicultural work in the FRC Tampere branch, since the young seem to want to promote humane values and act for a better society and the FRC aims to be “[a] brave advocate – an expert defender of humanity” and wants “humanitarian values to grow stronger in society” and people to “become more active in their community and that the sense of belonging and influencing grows” (Finnish Red Cross 2017, 8, 11-12). Thus, this study contributes to development of concrete actions to offer young people possibilities of participating and, at the same time, to get more active volunteers for the FRC Tampere branch. As the Strategic programme 2018-2020 (Finnish Red Cross 2017, 12) states, one of the organization’s aims is to be “[an] attractive and renewing voluntary organisation” meaning that “[v]oluntary service is one of the most important Red Cross principles.” Their “action is open, accessible and it is easy for everyone to participate in it and also influence its content”. The FRC “want[s] more young people to be involved in – – activities”. However, the FRC Tampere local branch multicultural activities have not been successful in recruiting new young volunteers, even though on a strategic level it is recognized that “it is important to identify an individual volunteer’s expectations, competence and need for support”. That

need for individual encounters and personal recognition is demanded by many who have studied the subject (for example Pessi 2010).

Ideally the FRC's "branches will welcome all new volunteers and offer them versatile opportunities for action" (Finnish Red Cross 2017, 12). There should always be a clear listing of open tasks. But as seen in this case study, there may not in reality be volunteer tasks for everyone interested.

Hence, there is aspiration to recruit and engage new young volunteers to act on a more equal Finnish future and work has been done. The FRC, as all organizations have models and systems of operations, but they are not always planned, clearly explicated and documented. Therefore, they often are not as effective as they could be. When there is a want to improve a process, as suggested by Bernman, as in the present context of this thesis, the development work should be initiated by defining the problem, by thinking who can implement the change, and by choosing whether to improve the existing process instead of creating a new one. It is also important to have a clear image on the goals. (Bernman 2014, 23, 63, 65.) The final steps in the end are to make sure that all steps to get from input to output are covered and that the language is as unambiguous as possible (Bernman 2014, 94-95, 100). This was done in last chapter 5.3.

Using Kotter's eight-step plan, this final chapter proposes a practical tool to enhance volunteer recruitment by suggesting how to implement the new welcoming procedure formed in chapter 5.3. As noted by Cameron and Green (2012, 127), the Kotter's eight-step model gives more importance to leaders in the first steps. They note that after step 5, the process "can be managed by others lower down the hierarchy". In this thesis' context this works, as in the volunteer context, it is vital to empower the volunteers as well. However, as they point out, the management's important role would be beneficial until the end to ensure the change.

Kotter (2017, 20) has explored change processes made in different companies "to make fundamental changes in how business is conducted in order to help cope with a new, more challenging market environment" and his observations made on processes gone wrong "will probably be relevant to even more organi-

sations in the increasingly competitive business environment of the coming decade". In the context of this thesis, the operational environment is different, but nevertheless, there is competitive element as organizations are competing on volunteers.

What has been done in successful transformations is that changes have been given enough time, and the steps of change process have been carefully actualized in order (Kotter 2017, 20).

6.1 Step one: Creating an urgent need for the change in the welcoming process

The first step when starting the change process is to create an urgency that makes people act. Kotter (2017) necessitates communicating to people involved dramatically pessimistic outlook on the future, if the current operation models and policies are maintained. This needs to be done by a powerful leader. As much as 75% of the people involved need to get a strong enough reason to start believing that changes are an absolute necessity. (Kotter 2017, 21-22.) In the context of the Finnish Red Cross (FRC) Tampere branch, the executive manager or the volunteering coordinator, two of the three payed employees should take a strong role to initialize the process to make the existing active key volunteers understand the graveness of the current situation and the need to start doing something differently to recruit new volunteers. Since, according to Kotter (2017, 21), a new leader is often a good initiator of change, the new volunteering coordinator just recently employed could be the one to take responsibility of this change process.

In successful changes, the leaders have for example "manufactured a crisis" or "commissioned – – customer satisfaction surveys, knowing full well that the results would be terrible" (Kotter 2017, 22). Using similar ideas, the FRC Tampere volunteering coordinator could for instance start a new activity that requires participation of a certain number of volunteers, and when that activity cannot be initiated because the lack of volunteers, people could realize the severity of current situation. Another possibility would be to commission a study to make apparent the accumulation of volunteer tasks on same few active key volunteers who then

become drained and burnout too quickly. This may seem risky or extreme, but Kotter (2017, 22) highlights the importance of pumping the urgency rate high enough.

6.2 Step two: Forming a powerful coalition to promote the change

The next step is to gather the leading people to form a strong coalition that promotes the change. Different plans and propositions can be made to change the way of doing things, but in the end, it is about the people who execute to ensure the implementation and the leadership's importance is substantial (Cameron & Green 2012). One person cannot execute a change process. According to Kotter (2017, 22) "the coalition is always pretty powerful – in terms of titles, information and expertise, reputations, and relationships". Already at this moment, there are people in the Finnish Red Cross (FRC) Tampere branch who realize the challenges in current welcoming process and see the need for change – this thesis study is one proof of that. What needs to be done next, is to gather the employees and the key volunteers to form a leadership coalition that commits to the change process. Some three to five people preferably representing different operational committees in FRC Tampere are enough to form a powerful coalition. The volunteering coordinator "needs to get these people together, help them develop a shared assessment of their – – problems and opportunities, and create a minimum level of trust and communication". (Kotter 2017, 22-23.)

On a practical level, the volunteering coordinator needs to find out the key volunteers' attitudes towards the need of change and then gather those who see the urgency.

6.3 Step three: Creating a clear future vision

"A vision says something that helps clarify the direction in which an organisation needs to move" (Kotter 2017, 23). Therefore, to get the formed coalition to work towards same objectives, a clear image of the beneficial future needs to be formulated in a simple manner. The vision can be a little blurry in the beginning, but

it needs to clarify as the process proceeds to ease the understanding of the reasons behind the change. (Kotter 2017, 23.)

For this purpose, Collis and Rukstad's (2008) method of summarizing a strategy into maximum 35 words including objective, scope and advantage works well. Leaders should "appreciate the necessity of having a simple, clear, succinct strategy statement that everyone can internalize and use as a guiding light". Naturally, to do this, the object of change needs to be clear. The object needs to communicate what is the desired outcome and the time frame to reach it. Furthermore, the statement needs to include the branch of activity that it involves. Lastly, the 35 words need to include explanation of how the object will be reached. (Collis and Rukstad 2008, 84-85.)

A strategy statement suggestion to execute changes in the welcoming process of the FRC Tampere branch is in figure 11.

Finnish Red Cross Tampere branch's Strategy Statement in improving the welcoming process

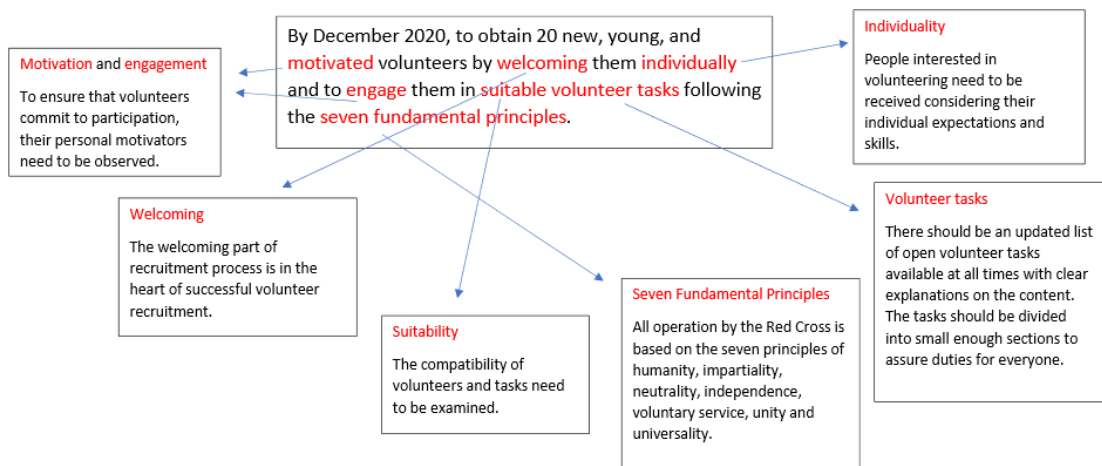


FIGURE 11. The strategy statement suggestion to clarify the vision of change in the welcoming process

This is an initial strategy statement, that can be modified along the change process as the vision on objects or schedules clarifies. Furthermore, different committees of the FRC Tampere should also make their own strategy statements to keep a clear idea of purposes and objectives of that particular operation and to

offer volunteers a defined direction and object. A suggestion for multicultural work's statement is presented in figure 12.

Finnish Red Cross, Tampere's multicultural Committee's Strategy Statement

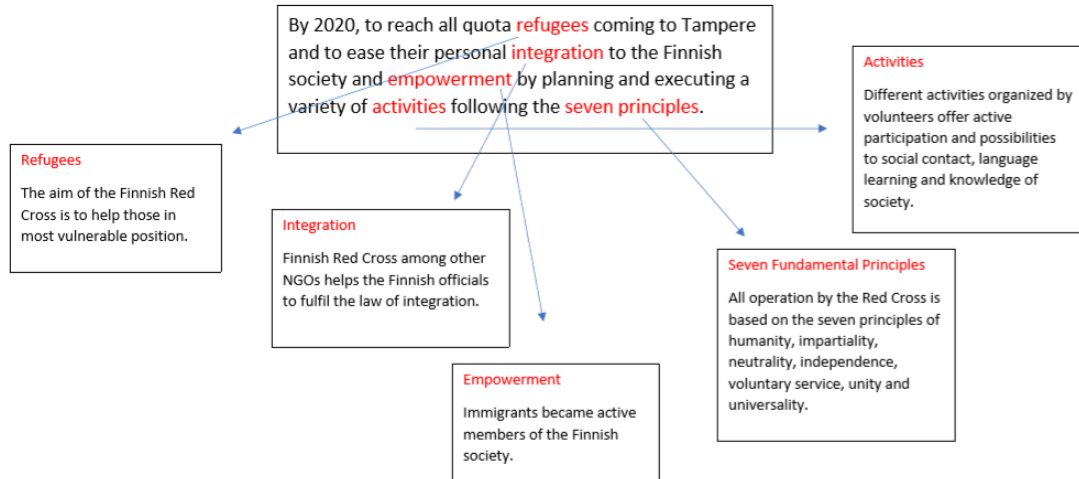


FIGURE 12. Strategy statement suggestion of multicultural operations of FRC Tampere branch

6.4 Step four: Communicating the vision

After having created the vision, it needs to be communicated on a daily basis, not only in a single newsletter or speech. All communication channels should be used. “Lively articles” could be written and “exciting discussion” organized, without forgetting to include the topic in all courses. Nevertheless, the most important is to set an example: the ones forming the coalition “consciously attempt to become a living symbol of the new – – culture”. (Kotter 2017, 24.) This means that they will start actively welcome new people in a different, more individual way. Also, there should be extra attention payed on how to encounter already existing key volunteers to boost their motivation and engagement, so that the key volunteers learn to greet and face new volunteers in a similar way. They need to be appreciated and thanked – in words and deeds – for their work and commitment, as well as given changes to share their ideas and discuss on their well-being, motivations and how to adjust volunteering on possible changes in life situations. Altogether, there should always be time for personal encounters initiated by the

FRC Tampere branch's representative so that every volunteer feels like belonging to the community. It should not depend on the active communication from the volunteer's side, but it should be the organisation that reaches to all volunteers to know them personally. (Pessi 2010, 178.)

Naturally this is not an easy task in a large branch like Tampere. It demands a lot of work. Yet, since the recruitment of new young volunteers is prioritized in the FRC, as stated in the Strategic programme 2018-2020 (Finnish Red Cross 2017, 12), there should be a shared desire to act on it. As pointed out by Kotter (2017, 24), "[n]othing undermines change more than behaviour by important individuals that is inconsistent with their words".

6.5 Step five: Removing obstacles

The change efforts can be blocked for different reasons: there may be confusion on tasks and responsibilities, sometimes there may personal reasons, or even a person that is complicating the change. These obstacles need to be removed, if possible, by the leaders of the change to enable actions towards the new vision. Yet, "[i]f the blocker is a person, it is important that he or she be treated fairly and in a way that is consistent with the new vision". (Kotter 2017, 25-26.)

On practical level in this FRC Tampere branch context, obstacles could be people not wanting to change the way of doing things, or the lack of clear procedure on welcoming a newcomer. However, this thesis proposed in chapter 5 a procedure on how to develop the welcoming process.

6.6 Step six: Planning for and creating short-term wins

Lasting changes take time, and people involved need to see results along the way to maintain the belief in the urgency and need for change. Kotter (2017) suggests that after 12 to 24 months, there should be wins to demonstrate on people. If they do not come automatically, they need to be planned and created by the leaders. For instance, improvements in productivity or "higher customer

satisfaction rating” show people, that the new way is productive. (Kotter 2017, 26-27.)

This demands effort from leaders as well, as they need to way to explicit the benefits of the change. In the FRC, the number of young volunteers needs to raise due to the new procedure. But for this to be explicitly indicated, there should be clear documentation on the numbers of volunteers, and therefore, also a clear definition of a volunteer put into practice.

6.7 Step seven: Building on the change

For the changes to truly become part of organizational culture can take several years. After first short-time wins the work needs to continue, otherwise the old habits easily come back. On the contrary, the leader should use the positive experiences on enlarging the change into new areas in need of it. (Kotter 2017, 27-28.)

6.8 Step eight: Anchoring changes

It is important to show people consciously the positive effects of the new method and “make sure that the next generation of top management really does personify the new approach”. This way, after hard work, the new behavior is “rooted in social norms and shared values”. Until that the changes are “subject to degradation as soon as the pressure for change is removed”. (Kotter 2017, 28-29.)

In practice, the FRC Tampere branch needs to pay attention on the people that become employees or key volunteers responsible of welcoming new volunteers. They need to believe in the new procedure and execute it.

7 SUMMARY

This case study showed, that new volunteers studied in this thesis became interested in the Finnish Red Cross (FRC) Tampere multicultural work because they want to help others, be active in immigrant integration work, form new social relations and for their interest towards the humane values of the organization. Furthermore, they were looking for long-term or short-term operational, face-to-face tasks promoting immigrant integration. Therefore, the volunteer duties offered to similar kinds of volunteers should satisfy these needs. There should be meaningful long-term and short-term tasks and social face-to-face interaction available, concluding in feeling of truly having an influence on immigrants' life.

The study population of young people under 29 year of age interested in the FRC Tampere branch's multicultural activities contacted the FRC online by sending a registration form. Afterwards, they were contacted by the FRC Tampere multicultural committee's representative via an e-mail. That process of welcoming was regarded as good in this study. The new people got utile information quickly enough to support their first steps as a volunteer. Nevertheless, in the end, the welcoming process did not succeed in maintaining the motivation, as respondents had not become long-term volunteers. Their initial expectations were not met. Therefore, this study proposes a clearly defined procedure to better consider volunteers' personal needs and motivations.

The online survey sent to 29 young people who registered as volunteers for the FRC Tampere multicultural activities in between October 2017 and December 2018, received only six answers. For that reason, no generalizations can be made. Furthermore, since the study was conducted as an online survey, it is impossible to determine how seriously the questions were answered. Although, given that most of the respondents took the time to answer also the open questions, it can be assumed that the answers were given after at least some consideration. However, despite the small number of answers, this thesis uses these respondents' experiences and opinions as a basis, alongside former studies and theories, to produce a suggestion for new, improved welcoming process. Further,

this study also suggests an action plan to implement that new procedure to ease the FRC Tampere's future challenges in recruiting new young volunteers.

In the future, it would be beneficial and interesting to study what motivates the existing long-term volunteers to keep active in the operations of the FRC Tampere branch. This could give more valuable information on how to attract and engage new people. They could form a more participating and productive study cohort, since they are actively involved in the FRC Tampere functions and, therefore, they could have a stronger personal interest in developing the organization's processes.

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Youth Act 21.12.2016/1285

APPENDICES

Appendix 1. The research questionnaire



Punainen Risti
Tampereen osasto

Attention by Lyti

Kokemuksesi vastaanotosta uudeksi vapaaehtoiseksi SPR Tampereen osaston monikulttuurisuustoimintaan

Hei! Olet ilmaissut vuoden 2017 lokakuun ja 2018 joulukuun välisenä aikana kiinnostuksesi osallistua Suomen Punaisen Ristin Tampereen osaston monikulttuurisuustoimintaan ilmoittautumalla vapaaehtoiseksi nettilomakkeella. Lähettääsi lomakkeeseen merkittyä sähköpostiosoitetta voi SPR:n tietosuojaselosteen perusteella käyttää vapaaehtoistoiminnan kehittämiseen ja laadun varmistamiseen (https://www.punainenristi.fi/sites/frc2011.mearra.com/files/tiedostolataukset/spr_tietosuojaseloste_vapaaehtoisrekisteri.pdf).

Opiskelen Tampereen Ammattikorkeakoulussa Educational Leadership -ohjelmassa ja lopputyönäni tulkin yhdessä Suomen Punaisen Ristin Tampereen osaston kanssa uusien vapaaehtoisten vastaanottoa. Teemme tutkimusta parantaaksemme ja kehittääksemme uusien nuorten vapaaehtoisten vastaanottoa ja arvostaisimme suuresti vastustasi oheisiin kysymyksiin.

Voit valita monivalintakysymyksissä useamman sopivan vastausvaihtoehdon.

1. Miksi kiinnostuit alun perin monikulttuurisesta vapaaehtoistyöstä Suomen Punaisen Ristin Tampereen osastossa?
 - SPR:n arvot ja seitsemän periaatetta: inhimillisuus, tasapuolisuus, puolueettomuus, riippumattomuus, vapaaehtoisuus, yleismaailmallisuus ja ykseys.
 - Toiminta maahanmuuttajien parissa.
 - Tuttavani on mukana SPR:n toiminnassa ja hän pyysi mukaan.
 - Uudet sosiaaliset suhteet.
 - Tekemisen ja rutiinin puute omassa elämässäni.
 - Kokemus työtämää varten.
 - Sijainti on hyvä.
 - Kiinnostus auttaa ihmisiä.
 - Jokin muu syy.
2. Ilmaisit kiinnostuksesi nettilomakkeella. Miten yhteydenottoosi vastattiin?
 - puhelimitse
 - sähköpostitse
 - riittävän nopeasti
 - liian hitaasti
 - antamalla kalpaamaan hyödyllistä lisätietoa vapaaehtoisuustilaisuuksista
 - antamalla liian epämääräistä tai vähäistä tietoa vapaaehtoisuustilaisuuksista
3. Oisitko toivonut SPR:n yhteydenoton tapahtuvan jotenkin eri tavalla?
 - Kyllä.
 - En. Yhteydenotto oli hyvä.
4. Lähditkö vapaaehtoisena mukaan SPR Tampereen osaston monikulttuurisuustoimintaan?
 - Kyllä.
 - En.
6. Millaiseen vapaaehtoistoimintaan haluisit osallistua?
 - lyhytaikaiseen
 - pitkäaikaiseen
 - kertaluontoiseen tapahtumaan tai projektiin
 - selkeästi rajattuun tehtävään
 - hallinnolliseen tehtävään
 - toiminnalliseen tehtävään
 - henkilökohtaiseen face-to-face -toimintaan
 - netissä tapahtuvaan vapaaehtoistoimintaan
 - maahanmuuttajien kotoutumisen tukemiseen
 - En enää minkäänlaiseen toimintaan.
7. Oletko sittemmin löytänyt sopivaa vapaaehtoistyötä jostain toisesta yhdistyksestä/organisaatiosta?
 - Kyllä.
 - En.
8. Haluaisitko yhä mukaan Tampereen Punaisen Ristin monikulttuurisuustoimintaan?
 - Kyllä.
 - En.

Lähetä vastaukset

Appendix 2. All possible questions of the questionnaire

1. Miksi kiinnostuit alun perin monikulttuurisesta vapaaehtoistyöstä Suomen Punaisen Ristin Tampereen osastossa?	<input type="checkbox"/> SPR:n arvot ja seitsemän periaatetta: inhimillisuus, tasapuolisuus, puolueettomuus, riippumattomuus, vapaaehtoisuus, yleismaailmallisuus ja ykseys. <input type="checkbox"/> Toiminta maahanmuuttajien parissa. <input type="checkbox"/> Tuttavani on mukana SPR:n toiminnassa ja hän pyysi mukaan. <input type="checkbox"/> Uudet sosiaaliset suhteet. <input type="checkbox"/> Tekemisen ja rutiinin puute omassa elämässäni. <input type="checkbox"/> Kokemus työelämää varten. <input type="checkbox"/> Sijainti on hyvä. <input type="checkbox"/> Kiinnostus auttaa ihmisiä. <input type="checkbox"/> Jokin muu syy.
2. Ilmaisit kiinnostuksesi nettilomakkeella. Miten yhteydenottoosi vastattiin?	<input type="checkbox"/> puhelimitse <input type="checkbox"/> sähköpostitse <input type="checkbox"/> riittävän nopeasti <input type="checkbox"/> liian hitaasti <input type="checkbox"/> antamalla kaipaamaani hyödyllistä lisätietoa vapaaehtoisuuskysymyksistä <input type="checkbox"/> antamalla liian epämääräistä tai vähäistä tietoa vapaaehtoisuuskysymyksistä
3. Olisitko toivonut SPR:n yhteydenoton tapahtuvan jotenkin eri tavalla?	<input type="radio"/> Kyllä. <input type="radio"/> En. Yhteydenotto oli hyvä.
a. Olisiko yhteydenoton pitänyt olla henkilökohtaisempi?	<input type="radio"/> Kyllä. <input type="radio"/> Ei.
b. Olisitko halunnut keskustella SPR:n edustajan kanssa kasvotusten vapaaehtoistoiminnan mahdollisuuksista?	<input type="radio"/> Kyllä. <input type="radio"/> En.
c. Olisiko SPR:n yhteydenoton pitänyt sisältää yksityiskohtaisempaa tietoa vapaaehtoisuuskysymyksistä?	<input type="radio"/> Kyllä. <input type="radio"/> Ei.
4. Lähditkö vapaaehtoisena mukaan SPR Tampereen osaston monikulttuurisuustoimintaan?	<input type="radio"/> Kyllä. <input type="radio"/> En.
Miksi et lähtenyt mukaan toimintaan?	<input type="text"/>
Mihin toimintamuotoon lähdit mukaan ja miksi? Kuinka paljon aikaa käytit/käytät vapaaehtoistoimintaan kuukaudessa?	<input type="text"/>
5. Oletko yhä mukana toiminnassa?	<input type="radio"/> Kyllä. <input type="radio"/> En.
Miksi? Mikä sinua motivoi jatkamaan?	<input type="text"/>
Kuinka kauan toimit vapaaehtoisena ennen lopettamistasi? Miksi lopetit?	<input type="text"/>
6. Millaiseen vapaaehtoistoimintaan halusit/haluaisit osallistua?	<input type="checkbox"/> lyhytaikaiseen <input type="checkbox"/> pitkäaikaiseen <input type="checkbox"/> kertaluontoiseen tapahtumaan tai projektiin <input type="checkbox"/> selkeästi rajattuun tehtävään <input type="checkbox"/> hallinnolliseen tehtävään <input type="checkbox"/> toiminnalliseen tehtävään <input type="checkbox"/> henkilökohtaiseen face-to-face-toimintaan <input type="checkbox"/> netissä tapahtuvaan vapaaehtoistoimintaan <input type="checkbox"/> maahanmuuttajien kotoutumisen tukemiseen <input type="checkbox"/> En enää minkäänlaisen toimintaan.
7. Oletko sittemmin löytänyt sopivaa vapaaehtoistyötä jostain toisesta yhdistyksestä/organisaatiosta?	<input type="radio"/> Kyllä. <input type="radio"/> En.
Millaisessa toiminnassa olet mukana?	<input type="text"/>
Minkä arvelen olevan syy siihen, että et ole löytänyt mielekkästä vapaaehtoistoiminnan muotoa?	<input type="text"/>
8. Haluaisitko yhä mukaan Tampereen Punaisen Ristin monikulttuurisuustoimintaan?	<input type="radio"/> Kyllä. <input type="radio"/> En.

Appendix 3. Research data

1(2)

Vastausaika	1. Miksi kiinnostuit alun perin monikulttuurisesta vapaaehtoistyöstä Suomen Punaisen Ristin Tampereen osastossa? (text)	2. Ilmaisit kiinnostukseesi nettilomakkeella. Miten yhteydenottoosi vastattiin? (text)	3. Olisiko toivonut SPR:n yhteydenoton tapahtuvan jotenkin eri tavalla? (text)	4. Lähditkö vapaaehtoisena mukaan SPR Tampereen osaston monikulttuurisuus toimintaan? (text)	Miksi et lähtenyt mukaan toimintaan?	Mihin toimintamuotoon lähdit mukaan ja miksi? Kuinka paljon aikaa käyttit/käytät vapaaehtoistoimintaan kuukaudessa?
26.4.2019 08:32	SPR:n arvot ja seitsemän periaatetta: inhimillisyyden, tasapuolisuus, puolueettomuus, riippumattomuus, vapaaehtoisuus, yleismaailmallisuus ja yhteisöllisyys. Kiinnostus auttaa ihmisiä.	sähköpostitse, riittävän nopeasti, antamalla kaipaamaani hyödyllistä lisätietoa vapaaehtoisuudessani	En. Yhteydenotto oli hyvä.	En.		Elämäntilanne ei sillä hetkellä antanutkaan periksi.
26.4.2019 09:20	SPR:n arvot ja seitsemän periaatetta: inhimillisyyden, tasapuolisuus, puolueettomuus, riippumattomuus, vapaaehtoisuus, yleismaailmallisuus ja yhteisöllisyys. Toiminta maahanmuuttajien parissa. Uudet sosiaaliset suhteet. Kokemus työelämää varten. Kiinnostus auttaa ihmisiä.	sähköpostitse, riittävän nopeasti, antamalla kaipaamaani hyödyllistä lisätietoa vapaaehtoisuudessani	En. Yhteydenotto oli hyvä.	Kyllä.		Osallistuin toimintaan, jossa käydään maahanmuuttajien kotona mikäli he ovat sitä pyytäneet. Toiminnalla oli silloin 2 eri nimeä, joita en muista kunnolla. Ehkä arjen apu tms? Osallistuin pariin otteeseen ja kävin ihmtelemässä myös kielikahvila toimintaa pari kertaa.
26.4.2019 11:29	SPR:n arvot ja seitsemän periaatetta: inhimillisyyden, tasapuolisuus, puolueettomuus, riippumattomuus, vapaaehtoisuus, yleismaailmallisuus ja yhteisöllisyys. Kiinnostus auttaa ihmisiä. Jokin muu syy.	sähköpostitse, riittävän nopeasti, antamalla kaipaamaani hyödyllistä lisätietoa vapaaehtoisuudessani	En. Yhteydenotto oli hyvä.	En.		Aloitin opiskelut, jolloin niistä muodostui ensisijainen ajankäytön kohde.
4.5.2019 11:52	Toiminta maahanmuuttajien parissa. Uudet sosiaaliset suhteet. Tekemisen ja rutiinien puute omassa elämässäni. Kiinnostus auttaa ihmisiä.	sähköpostitse	En. Yhteydenotto oli hyvä.	En.		Vaati koulutuskurssin
4.5.2019 14:34	Toiminta maahanmuuttajien parissa. Uudet sosiaaliset suhteet. Kokemus työelämää varten. Sijainti on hyvä. Kiinnostus auttaa ihmisiä. Jokin muu syy.	sähköpostitse, riittävän nopeasti, antamalla kaipaamaani hyödyllistä lisätietoa vapaaehtoisuudessani	En. Yhteydenotto oli hyvä.	En.		Tapasin vapaaehtoiskoordinaattorin kahden kesken, sain jo hänen puheistaan kuvan, että toimintamalli on ollut aika huono ja sitä ollaan kehittämässä. Tässä tapaamisessa tuli jo vähän ei-toivottu fiilis: koordinaattori vaikutti ehkä vähän kyläilyneeltä ja välipitämättömältä. Hän oli sähköpostitse sanonut, että olisin heti tapaamisen jälkeen tervetullut sen jälkeen alkavaan vapaaehtoisten kokoukseen, jota olin odottanut nähdäkseni muita vapaaehtoisia ja kuullakseni heidän kokemuksistaan. Tapaamisessa hän kuitenkin vaikutti unohtaneen tämän, vartin juttelun jälkeen hän vinkkasi minua lähtemään jotenkin tyyliin siinä kaikki kiitos hei. Menin yhdelle vapaaehtoiselle, mutta se oli aikamoinen floppi ja tuntui ajan haaskaukselta. Kaksi kokonutta vapaaehtoista, jotka olivat keikalla mukana, pyörittivät silmiään koko touhulle alusta loppuun. Lähdimme kauas lähioon ja kun lopulta pääsimme vierailtavien ihmisten luokse, kävi ilmi, että koko juttu oli väärinkäsitys, meillä ei ollut tarjota sellaista apua mitä he tarvitsivat, ja visittimme oli aivan turha. Tämän jälkeen ilmoitaduun jollekin keikoille, mutta niihin oli jo valittu jotkut muut. Luovutin ja lopetin, koska olin todella epämotivoitunut saamastani vastaanotosta, ryhmähengen (tai ryhmän) puutteesta ja siitä, ettei koko toimintamalli tuntunut vastaavan asiakkaiden tarpeita.
4.5.2019 16:33	SPR:n arvot ja seitsemän periaatetta: inhimillisyyden, tasapuolisuus, puolueettomuus, riippumattomuus, vapaaehtoisuus, yleismaailmallisuus ja yhteisöllisyys. Toiminta maahanmuuttajien parissa. Uudet sosiaaliset suhteet. Kokemus työelämää varten. Kiinnostus auttaa ihmisiä.	sähköpostitse, riittävän nopeasti	En. Yhteydenotto oli hyvä.	En.		Olisin kaivannut jotain henkilökohtaisen perehdytyksen lisäksi. Esimerkiksi mahdollisuutta tavata muita vapaaehtoisia ennen kuin osallistun toimintaan. Jonkinlainen laajempi perehdytys olisi mielestäni hyvä. Sellainen, jossa voisi tavata muita vapaaehtoisia ja he kertoisivat hieman millaista on olla vapaaehtoisena, sillä tämä helpottaisi mukaan menemistä. Samalla kynnys osallistua madaltuisi. Omassa osallistumisessani kynnys nousi siihen, että kaikki tuntui olevan kovin etäistä, enkä tiennyt lainkaan keiden kanssa tekisin vapaaehtoistyötä.

2(2)

5 Oletko yhä mukana toiminnassa? (text)	Kuinka kauan toimit vapaaehtoisena ennen lopettamistasi? Miksi lopetit?	6 Millaiseen vapaaehtoistoimintaan haluisit/haluaisit osallistua? (text)	7. Oletko sitemmin löytänyt sopivaa vapaaehtoistyötä jostain toisesta yhdistyksestä/organisaatiosta? (text)	Millaisessa toiminnassa olet mukana?	Minkä arvelet olevan syy siihen, että et ole löytänyt mielekästä vapaaehtoistoiminnan muotoa?	8 Haluaisitko yhä mukaan Tampereen Punaisen Ristin monikulttuurisuustoimintaan? (text)
		lyhytaikaiseen, pitkäaikaiseen, kertaluontoiseen tapahtumaan tai projektiin, toiminnalliseen tehtävään, maahanmuuttajien kotoutumisen tukemiseen	En.			Kyllä.
En.	Todella vähän aikaa. [Vastausta ei julkaista.]	pitkäaikaiseen, maahanmuuttajien kotoutumisen tukemiseen, En enää minkäänlaiseen toimintaan.	Kyllä.	Rauhantyössä sekä muissa maahanmuuttajiin liittyvissä vapaaehtoistoissa.		En.
		En enää minkäänlaiseen toimintaan.	En.		En ole viime aikoina enää etsinyt/hakeutunut aktiivisesti vapaaehtoistyöhön muuttuneen elämäntilanteeni vuoksi.	En.
		lyhytaikaiseen, selkeästi rajattuun tehtävään, toiminnalliseen tehtävään, henkilökohtaiseen face-to-face -toimintaan, maahanmuuttajien kotoutumisen tukemiseen	En.			Kyllä.
		lyhytaikaiseen, pitkäaikaiseen, kertaluontoiseen tapahtumaan tai projektiin, selkeästi rajattuun tehtävään, hallinnolliseen tehtävään, toiminnalliseen tehtävään, henkilökohtaiseen face-to-face -toimintaan	En.		Minulla on ollut kiireitä työn ja opiskelun kanssa, ettei aika ja energia ole riittänyt.	En.
		pitkäaikaiseen, toiminnalliseen tehtävään, henkilökohtaiseen face-to-face -toimintaan, maahanmuuttajien kotoutumisen tukemiseen	En.		En nähnyt tarpeeksi itse vaivaa paikan löytämiseen, varmasti löytäisi jotakin mielekästä kun vain itse ryhtyisi aktiivisemmin etsimään ja lähestymään eri tasoja. Aiku on aina haastava, mutta kun tutustuu ihmisiin ja pääsee mukaan toimintaan niin toiminta varmasti helpottuu. Silti monet järjestöt ovat hieman etäisiä ja joutuu moneen kertaan kysymään, että pääsee jotenkin edes kontaktiin.	Kyllä.