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**MANAGEMENT APPROACHES TO IMPROVING THE
RECRUITMENT AND RETENTION OF VOLUNTEERS FOR
CULTURAL HERITAGE IN HUNGARY**

MA Thesis in Cultural Heritage Studies: Academic Research, Policy, Management.

Central European University

Budapest

May 2019

Management Approaches to Improving the Recruitment and Retention of
Volunteers for Cultural Heritage in Hungary

by

Karen Culver

(UK)

Thesis submitted to the Department of Medieval Studies,
Central European University, Budapest, in partial fulfillment of the requirements
of the Master of Arts degree in Cultural Heritage Studies: Academic Research, Policy,
Management.

Accepted in conformance with the standards of the CEU.

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I, the undersigned, **Karen Culver**, candidate for the MA degree in Cultural Heritage Studies: Academic Research, Policy, Management declare herewith that the present thesis is exclusively my own work, based on my research and only such external information as properly credited in notes and bibliography. I declare that no unidentified and illegitimate use was made of the work of others, and no part of the thesis infringes on any person's or institution's copyright. I also declare that no part of the thesis has been submitted in this form to any other institution of higher education for an academic degree.

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Abstract

This thesis considers voluntary activity in cultural heritage in Hungary, where it is perceived to be unusual, and UK, where it is perceived to be popular. By comparing organisations and their regulatory environment, actions are identified that will enable heritage organisations to increase the recruitment and retention of volunteers. The regulatory environment is analysed based on government policies, legislation, actions and reports. Twenty cultural heritage organisations are analysed through case studies, fourteen in Hungary and six in UK. The organisational analysis focuses on the relationship between the volunteer and the organisation's management. By correlating management actions and successful volunteering programmes, management actions that support volunteering are identified.

This research shows that people in Hungary are highly effective volunteers for organisations and with tasks that interest them and allows them to engage in serious leisure. A range of recommendations are made to the management of cultural heritage organisations. These relate to creating and communicating a vision of volunteer engagement; ways to make recruiting volunteers easier; ways to increase the retention of good volunteers; and how to increase participation of the community through volunteers and volunteering, which builds the relevance of the heritage for the community.

Acknowledgements

I acknowledge and thank my supervisor, Dr Dóra Mérai for her support throughout researching and writing this thesis.

I also thank other members of the department who helped contact cultural heritage organisations in Hungary for the research.

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Introduction

This thesis is about volunteer management in cultural heritage organisations. By comparing volunteering in Hungary and UK, it aims to understand volunteer management and offer recommendations to increase recruitment and retention of volunteers in Hungary. Volunteer management is set within the context of the organisation and national policy and legislation on volunteering.

This thesis starts with the premise that many people will volunteer given the right stimulus, and that volunteering is not exclusive. Strong volunteer programmes increase community participation with their heritage, which in turn increases the relevance of heritage and heritage organisations to the community. Without participation cultural heritage will remain elitist and only for professionals. Without participation, a community's heritage is in danger of being forgotten and lost, denying future generations knowledge of, and opportunities to engage with their heritage. It is heritage that gives people a sense of individual and communal identity, and therefore is important for the psychological and social well-being of a community.

The Council of Europe states in the Recommendation of the Committee of Ministers to member States on the European Cultural Heritage Strategy for the 21st century, General Framework,

“Cultural heritage, in all its components, tangible and intangible, is a key factor for the refocusing of our societies on the basis of dialogue between cultures, respect for identities and diversity, and a feeling of belonging to a community of values. Cultural heritage can play a key role as a means of building, negotiating and asserting one's identity.”¹

¹ “Recommendation of the Committee of Ministers to Member States on the European Cultural Heritage Strategy for the 21st Century, General Framework,” Council of Europe, February 2017

Research Aims

The aim of this thesis is to identify management policies and practices that that will increase recruitment and retention of volunteers in cultural heritage in Hungary. A comparison between Hungarian and UK volunteering will identify differences in management practice and the legal environment. It is accepted that both management and the regulatory environment influences volunteering, however the focus is on management as organisations can adjust their management procedures. Hungary and UK were selected as it is considered that UK has high levels and Hungary has low levels of volunteering.

The three research questions were

1. How do different policy and legal contexts in Hungary and UK impact volunteer recruitment and retention?
2. What management practices are the most effective in supporting volunteering in cultural heritage organisations in Hungary and UK?
3. What leadership actions can increase volunteering and promote wider participation in cultural heritage organisations?

It is hoped that the results of this work will benefit managers of cultural heritage organisations in Hungary to assist them in developing their volunteering programmes.

Definition of the Key Terms and Concepts

Volunteer

Based on the definitions by the EU,² European Youth Form,³ National Council for Voluntary Organisations, UK,⁴ and The Law Dictionary,⁵ a volunteer is someone who gives their services for altruistic activity without any express or implied promise of remuneration in return. It is done of someone's own free will, choice and motivation and involves the commitment of time and energy to actions that benefit others outside the immediate family, the environment, and society as a whole. Volunteering includes formal activity done through public, private or voluntary organisations, informal community participation and social action. Everyone has the right to volunteer and volunteering can have significant benefits for individuals.

Given this definition, there are many activities that are essential to the performance of a society's cultural heritage but are not volunteering as they only benefit the individual performer as a hobby or social past-time, for example, choral singing or folk dancing. However, teaching these activities could be volunteering as passing on cultural heritage benefits the whole community. Volunteers and interns can be very similar although volunteers seek only intrinsic rewards while interns seek mainly non-financial extrinsic rewards such as work experience. Some volunteers aim to enhance or alter their CV, effectively becoming informal interns.

²“Volunteering in the European Union, Final Report,” GHK, (2010) accessed May 15, 2019, http://ec.europa.eu/citizenship/pdf/doc1018_en.pdf.

³ European Union Youth Portal, accessed May 8, 2019, http://europa.eu/youth/EU/article/45/67_en.

⁴ National Council of Voluntary Organisations, Policy and Research, Volunteering, accessed May 8, 2019, <https://www.ncvo.org.uk/policy-and-research/volunteering-policy>.

⁵ “The Law Dictionary,” accessed May 8, 2019, <https://thelawdictionary.org/volunteer/>.

A Good Volunteer Programme

A good volunteer programme is defined here as one that empowers volunteers to contribute to the organisation's aims; integrates volunteerism and participation into the organisation's culture and structure, and achieves the goals of the managers, volunteers and customers. This definition is based on the literary review and the author's wide experience of volunteering and managing volunteers in several countries.

There are several indicators that measure the relative success of a programme. Successful programmes will have positive results using most, or all, of the indicators. Less successful programmes will have fewer positive results (see Figure 1).

<u>Indicator</u>	<u>Outcomes of Successful Volunteer Programme</u>	<u>Outcomes of Unsuccessful Volunteer Programme</u>
Number of active volunteer-hours	As many as planned to achieve required outcomes	Less than planned and outcomes are not achieved More than planned leaving volunteers without relevant tasks
Engagement and training of suitable volunteers	Volunteers have the skills and resources to achieve the expected outcomes	Volunteers lack the skills and resources to achieve the outcomes
Length of involvement of each volunteer	Volunteer turn-over is low; and/or volunteers return for new activities	Volunteer turn-over is high; and/or volunteers rarely return
Volunteer satisfaction	Volunteers are satisfied with their engagement and recommend the organisation to other volunteers	Volunteers dissatisfied with their engagement and rarely recommend the organisation to other volunteers
Management satisfaction	Managers are satisfied with the outcomes and want to continue using volunteers	Managers are dissatisfied with the outcomes and want to stop or change the volunteer programme
Volunteer integration	Volunteers are engaged in a wide range of roles, respected by staff and integrated into the organisational structure and culture	Volunteers are confined to one or two roles, have little interaction with staff and have limited

		integration into the organisational structure and culture
Perception of volunteer contribution	Management and staff perceive that volunteers contribute more than the hours and labour donated	Management and staff view volunteers only as free labour
Heritage value	Heritage kept alive and relevant for heritage owners and the wider public	Heritage no longer alive or irrelevant for the heritage owners, the wider public is disinterested in the heritage

Figure 1. Indicators of successful volunteer programmes.

Research Methods

The research was structured in two phases: the analysis of legal and policy frameworks, and the analysis of volunteering and management systems in selected organisations.

1. The analysis of legal and policy frameworks

The first phase reviewed supra-national and national policies on volunteering and compared the national regulatory environments. This was done by reading legislation, strategy documents and reports, and talking with non-governmental organisations that promote volunteering in Hungary and UK. Statistics of volunteering in Hungary and UK were reviewed and compared. Finally, theories of management and roles of managers in relation to volunteering were considered.

2. The analysis of management systems in organizations

The second phase researched organisations building case-studies to understand the differences in volunteerism between UK and Hungary. Case-studies were made of twenty organisations, six in UK and fourteen in Hungary, to study a given situation within its context, using multiple sources of evidence to illustrate a concept or principle.⁶ The organisations selected did various heritage activities; included state and non-state ownership; tangible and intangible heritage;

⁶ Robert K. Yin, *Case-study Research: Design and Methods* (California: Sage Publications, 2009), 3–21.

mature and new organisations; small and large organisations; and organisations with successful, less successful and transitional volunteering programmes. Short case-studies were made by reviewing the organisations' mission and context; getting responses to questionnaires from volunteers and their coordinators; conducting at least one semi-structured interview with the management, and observation when possible. Four of the Hungarian organisations were chosen for further research to gain an in-depth understanding of volunteering, as Hungary was the focus of the research. The in-depth case-studies used the same questionnaires and interviews, and added interviews with volunteers, senior managers, and archivists or curators. Research and observation through direct engagement with the heritage activity was made when possible. The results are qualitative information which helps understand personal experience within a specific context.

In-depth case-studies were made on

- Aquincum Museum
- Budapest100
- Hungarian National Archive
- Museum of Trade and Tourism

These were selected for different types of heritage activity; different ownership and history, and different types of volunteering. All are based around Budapest which made access easy for research.

For the list of the selected organisations, see Figure 2, below.

UK Organisations			
Name of Organisation	Location	Ownership status	Level of research
Clitheroe Civic Society	Lancashire, north west England	Local, independent	Small case-study
Glamorgan Archive	South Wales	Regional, governmental	Small case-study
Museum of Childhood	East London	National, governmental	Small case-study
North of England Civic Trust	North of England	Regional, quasi-governmental	Small case-study
Priddy Folk Festival	Somerset, south west England	Regional, independent	Small case-study
Seaton Tramway	Devon, south west England	Regional, independent	Small case-study
Hungarian Organisations			
Name of Organisation	Location	Ownership status	Level of research
Aquincum Museum	Budapest	National, governmental	In-depth case-study
Budapest100	Budapest	Local, independent	In-depth case-study
Museum of Trade and Tourism	Budapest	National, governmental	In-depth case-study
Hungarian National Archive	Budapest	National, governmental	In-depth case-study
Community Archaeology Association	Pest County	Regional, independent	Specialist case-study
Ari Kupsus Szalon Concerts	Budapest	Local, independent	Small case-study
Fortepan	Budapest / on-line	National, independent	Small case-study
Matrica Museum	Százhalombatta	Regional, governmental	Small case-study
National Gallery and Fine Art Museum	Budapest	National, governmental	Small case-study

Hungarian Museum	National	Budapest	National, governmental	Small case-study
ÓVÁS!		Budapest	Local, independent	Small case-study
Sárkollektíva		Various locations	Local, independent	Small case-study
Szentendre Skansen		Szentendre, Pest County	National, governmental	Small case-study
Friends of Szádvár Castle		Borsod-Abaúj-Zemplén County	Independent	Small case-study

Figure 2. List of all researched organisations

For more information on the organisations, please see Appendix 1.

Sources

Questionnaire

A questionnaire is a series of questions delivered on-line or on paper, which respondents answer on their own without interaction with the interviewer.⁷ While the benefits and disadvantages of questionnaires are acknowledged,⁸ the research method was used as it allowed collection of a reasonable quantity of data from a range of people and locations in a short time.⁹

To enable comparison between Hungary and UK, most questions were closed with multi-choice responses, with some short open questions for qualitative data, see Appendix 2 for the questionnaires. Variables were selected to ensure results were directly related to the research questions.¹⁰ Complex or intangible concepts, such as volunteer satisfaction with a management system, were broken into specific, small, measurable units. Thus, ‘management system’ was broken into

⁷ Alan Bryman, *Social Research Methods* (Oxford: Oxford University Press, 2012), 183–231.

⁸ “Advantages and Disadvantages of Questionnaires,” SurveyAnyplace, Blog, modified March 16, 2016, accessed May 13, 2019, <https://surveyanyplace.com/questionnaire-pros-and-cons/>.

⁹ “eVALUED, an Evaluation Toolkit for e-library development” accessed August 26, 2018, <http://www.evalued.bcu.ac.uk/tutorial/4a.htm>.

¹⁰ Gary D. Bouma, *The Research Process* (South Melbourne, Australia: Oxford University Press, 2004), 39–88.

- access to a supervisor,
- clarity of the supervisor's communication,
- availability of training.

'Volunteer satisfaction' was measured through proxy indicators of

- length of voluntary engagement,
- willingness to continue volunteering,
- willingness to recommend a friend to volunteer.

The combination of these variables indicates the management systems best suited to recruit and retain volunteers.

The questionnaires were distributed via the volunteer coordinator to their volunteers. When relevant, the Coordinators were asked to limit the questionnaires to 20–25 'typical' volunteers to control the amount of data.

Semi-structured Interviews

A semi-structured interview is a controlled conversation, with pre-set open questions, where the topic is aligned with the aims of the interviewer.¹¹ Interviews collect qualitative data from the interviewee, see Appendix 2 for all interview questions. Notes were taken during the interviews as this was faster than recording and transcribing although some nuances of the interview may have been lost.

Interviews produced information on

- The mission of the organisation as understood by the interviewee
- The aims of the volunteer programme
- Tasks done by volunteers

¹¹ Gary D. Bouma, *The Research Process*, 147–171.

- The position and importance of volunteers in the organisation
- The interviewees' perception of volunteer motivation in their organisation
- The interviewees' perception of the demographics of their volunteers
- The turn-over of volunteers

As the research sought information from and about people, ethical research practices were used for the questionnaires and while interviewing.¹² For example, the aim of the research was explained and explicit agreement to interview was requested from each respondent.

Observation

As a research method, observation is recording and interpreting what is seen and where. This included

- Volunteers' roles and prominence
- Their apparent levels of engagement and autonomy
- Body-language indicating inter-personal relationship
- The location and condition of facilities used by volunteers
- The culture and ethos of the organisation

Observations were made using a checklist of points to observe and noted during and after visits, see Appendix 2 for the observation checklist. Observations were made covertly, and in a non-participatory way.¹³ Thus, the information was 'given' unconsciously. The observations added qualitative information to the results from questionnaires and interviews and could confirm or refute as well as illustrate that information. Observations were made only at organisations visited by the author.

¹² The European Code of Conduct for Research Integrity, Revised Edition, (Berlin, ALLEA - All European Academies, March 2017), accessed May 18, 2019, <https://www.allea.org/wp-content/uploads/2017/05/ALLEA-European-Code-of-Conduct-for-Research-Integrity-2017.pdf>.

¹³ Frances Slack and Jennifer Rowley, "Observation: Perspectives on Research Methodologies for Leisure Managers," *Management Research News* 24, no. 1/2 (2001): 1.

Challenges of the Data

Questionnaires were sent to volunteers and, when available, Volunteer Coordinators. The challenges with questionnaires were

- Volunteers self-selected to complete and return the questionnaires. With larger programmes, the Coordinator selected the respondents. This skewed the results in favour of those who feel more positive about their volunteering.
- The response rate was generally low, about 10% of those asked. In three organisations the response rate was good, and it is assumed that Volunteer Coordinator was active in requesting responses.¹⁴
- Numbers of respondents didn't complete all the questions, and there is no guarantee that the responses were accurate.
- Some non-state organisations have no Volunteer Coordinator, some are too small, for example, ÓVÁS!, some have a different organisational structure, for example, Community Archaeology Association.
- Most responses from the Matrica Museum were from school students doing their mandatory Community Service. These were analysed separately as they were not voluntary volunteers.
- Over half of the questionnaires returned from the Hungarian Nation Museum were completed in a very formulaic way, omitting the same questions and using near identical sentence structure on one open question as if they worked together on the responses.

¹⁴ The three with good response rates were; Priddy Folk Festival where the author's brother was a steward and distributed the questionnaires; Matrica Museum where school students were doing mandatory Community Service; and the Hungarian National Museum.

The questionnaires' closed question responses were used for background information, while the open questions and interviews were used for qualitative information.

Interviews were conducted with at least one manager in each organisation. The challenges were

- A limited number of interviews were possible
- Most interviews were conducted in English therefore the interviewees were selected partially for the language skills.

Covert observations were made in all visited locations. The challenges were

- The information was from short period of observation
- Not all organisations were visited, and some have no physical location
- The information was interpreted from the author's perspective and understanding only.

These factors are acknowledged and considered in the analysis.

Analysis of the Case-Study Data

The case-study research looked for good management practice demonstrated by satisfied volunteers, staff and managers, and progress towards organisational goals. According to Neuman, (1997) "data analysis means a search for patterns in data" and interpreting those patterns in terms of the research question and environmental context.¹⁵ The analysis compared variables indicating satisfaction to variables indicating management systems, while noting that personal, organisational and contextual factors contribute to satisfaction.

Hartley (2004) notes for case-studies, information collection and analysis are "developed together in an iterative process."¹⁶ This process enables ideas to be developed from empirical evidence by comparing organisations with each other and with the management knowledge and

¹⁵ William Lawrence Neuman, *Social Research Methods: Qualitative and Quantitative Approaches* (Boston: Allyn and Bacon, 1997 3rd ed.) 426–9.

¹⁶ Jean Hartley, "Case-study Research," in *Essential Guide to Qualitative Methods in Organizational Research*, ed, Catherine Cassell and Gillian Symon (London: Sage. 2004), 329.

experience of the researcher. When possible, ideas were checked with informants, using their feedback in the iteration process. This strengthened the ideas and increased their involvement in the research and interest in the outcome. The iterations were able “to uncover patterns, determine meanings, construct conclusions and build theory.”¹⁷

The organisations were categorised by age (long-established or under 30 years old) and by ownership (state or non-state) which allowed structural patterns to emerge. These were put into the relevant legal, operational and funding contexts. The organisations were compared to identify which management approaches related to quality volunteer programmes. Finally, the volunteer programmes were reviewed in relation to the organisation’s mission and leadership to identify those programmes that aimed to engage their community with their cultural heritage.

Structure of the Thesis

Following this introduction, Chapter 1 considers the policy and legislative environments in Hungary and UK. Models of volunteer management are reviewed in Chapter 2, and the roles of different levels of organisational management towards volunteers are discussed. Chapters 3 and 4 analyse the researched organisations from the perspectives of, first the volunteer and secondly the organisation. The final section contains conclusions and recommendations.

¹⁷ Eric Patton and Steven H. Appelbaum, “The Case for Case-Studies in Management Research,” *Management Research News* 26, no.5 (2003): 60–71.

Chapter 1. The Policy and Legal Environment for Volunteering

This chapter starts by considering how society benefits from volunteering and therefore why governments promote it. The chapter reviews the policy and legal environment established by national governments and supra-national authorities. This includes support from Hungarian and UK Governments for volunteering as this indicates the value they place on volunteering. Information sources used were documents from supra-national authorities, government documents, reports from the European Year of Volunteering, and conversations with volunteer-supporting organisations in Hungary and UK.

1.1 Benefits of Volunteering for Society

Society benefits from heritage volunteering in several ways. Heritage institutions gain independent support, enabling them to increase in number and quality, offering educational and recreational opportunities. Volunteering creates social capital by increasing interpersonal networks which help society to function more effectively. The number and level of activity of not-for-profit organisations and volunteering, including heritage organisations, is a key indicator of social capital.¹⁸ Central Europe generally lost social capital during the socialist period, and volunteering can offer the time, leadership and physical space to help re-create it.¹⁹

Closely linked to building social capital, heritage volunteering can promote social inclusion of marginalised people and groups. This is highlighted by the Manchester Museums “Investing

¹⁸ Monika Murzyn-Kupisz and Jarosław Działek, “Cultural Heritage in Building and Enhancing Social Capital,” *Journal of Cultural Heritage Management and Sustainable Development* 3 no.1 (2013): 44.

¹⁹ Ibid., 37.

Futures – Volunteering for Wellbeing” programme,²⁰ and Finland’s “Adopt-a-Monument” programme which helps integrate immigrants.²¹

Heritage volunteering creates and maintains a collective memory of the society. This can be educational related to the history of the society and offer rules of conduct and modes of behaviour that are acceptable to that society.²²

1.2 International Policies on Volunteering

Since 2000 national and supra-national organisations have officially recognised the value of volunteering. The UN declared 2001 the International Year of Volunteers. As part of this, the Inter-Parliamentary Union, the International Federation of Red Cross and the United Nations Volunteers prepared a “Guidance Note on Volunteerism and Legislation” for national governments.²³ This Note confirms the key role of government in establishing policies that encourage volunteering and highlight areas of national legislation that impact volunteering, such as employment, tax, social welfare and immigration. The Note offers general principles to establish a legal framework that supports volunteering.

The European Commission declared 2011 the European Year of Volunteering to promote volunteerism within Europe and celebrate the tenth anniversary of the UN year.²⁴ This thematic year highlighted the value of volunteering in promoting active citizenship, building community resilience and social cohesion, and developing skills and experience of volunteers.

²⁰ “Inspiring Futures: Volunteering for Wellbeing” Executive Summary 2013–2016, Manchester Museum, accessed May 15, 2019, <http://volunteeringforwellbeing.org.uk/evaluation/>.

²¹ Miia Hinnerichsen, “Adopt-a-Monument Best Practices,” City of Tampere Museum Services (April 7, 2016) accessed May 15, 2019, <https://issuu.com/vapriikki/docs/adopt-a-monument>.

²² Jan Assman and John Czaplicka, “Collective Memory and Cultural Identity,” *New German Critique* 65, *Cultural History / Cultural Studies* (Spring – Summer 1995): 125–133.

²³ “Volunteerism and Legislation: A Guidance Note,” Inter-Parliamentary Union, International Federation Red Cross, United Nations Volunteers, accessed May 9, 2019, www.ifrc.org/Global/Publications/volunteers/Vol_leg_2004_EN.pdf.

²⁴ “European Year of Volunteering,” EU Citizenship Portal, accessed May 9, 2019, http://ec.europa.eu/citizenship/european-year-of-volunteering/index_en.htm.

Hungary held the rotating Presidency of Europe during the first six months of the European Year of Volunteering and hosted the opening events. Outputs of the European Year of Volunteering included

- “Policy Agenda on Volunteering in Europe” based on research and inputs from voluntary organisations throughout Europe;²⁵
- Report “Volunteering in The European Union – Final Report” from GHK (a consultancy firm), 2010;²⁶
- Reports on volunteering within each EU country from GHK, 2010;
- “Volunteering Charter; European Charter on The Rights and Responsibilities of Volunteers” produced by the European Youth Forum in 2012;²⁷
- “EU Policies and Volunteering –Recognising Cross Boarder Voluntary Activities in the EU”;²⁸
- “Warsaw Declaration” made at the end of the European Year of Volunteers which reaffirmed the role of volunteerism and aims of the year.²⁹ The Declaration noted the Year’s achievements and the hope of continuing the positive policy environment.

These documents offer clear policies for the EU on volunteering and guidance for national governments to develop their own policy. The GHK Final Report states the impact of EU policies on volunteering are unknown and information is based only on stakeholders’

²⁵“Policy Agenda on Volunteering in Europe PAVE: Working Towards a True Legacy for EYV 2011”, accessed May 15, 2019 http://isca-web.org/files/EuroVolNet_WEB/EYV2011Alliance_PAVE.pdf.

²⁶ “Volunteering in the European Union – Final Report” GHK (2010): 163, accessed May 16, 2019, http://ec.europa.eu/citizenship/pdf/doc1018_en.pdf.

²⁷ “Volunteers’ Charter: European Charter on the Rights and Responsibilities of Volunteers” accessed May 15, 2019, http://ec.europa.eu/citizenship/pdf/volunteering_charter_en.pdf.

²⁸ “EU Policies and Volunteering – Opinion of the European Economic and Social Committee on the Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions - Communication on EU Policies and Volunteering,” March 28, 2008, accessed May 15, 2019, http://ec.europa.eu/citizenship/pdf/opinion_28_march_2012_final_en.pdf.

²⁹ “Warsaw Declaration for Sustainability of Action on Voluntary Activities and Active Citizenship (DESAVAC)” December 1, 2011, accessed May 15, 2019, http://ec.europa.eu/citizenship/pdf/eyv2011follow-up_01122011_en.pdf.

perceptions and anecdotal evidence.³⁰ The report does not differentiate between sectors and there is nothing specifically related to cultural heritage. The Council of Europe developed the “European Heritage Strategy for the Twenty-first Century.”³¹ The Strategy, launched in 2017, promotes citizen participation and a ‘bottom-up’ approach to heritage. This enabled 2018 to be themed the European Year of Cultural Heritage.

1.3 Hungarian Government Policies on Volunteering

The socialist regime, 1945–1989, had a system of mandatory community service, often called ‘volunteering’ which created negative impressions of volunteering that still echo today. During the change of regime in 1989, The Law on Association was passed allowing independent organisations and guaranteeing freedom of association. The number of non-governmental organisations (NGOs) tripled in the 1990s, although volunteering was perceived by the Government to be unsystematic and disorganised.³² The Hungarian Government’s statements on legislation on volunteering was influenced by the UN International Year of Volunteering and the planned EU Year of Volunteering during which Hungary held the EU’s Presidency.

In 2005 the Act LXXXVIII on Public Interest Volunteer Activities was passed to support, safeguard and control volunteering through organisations. The Act defines “volunteer activity with a public aim” as work for an organisation without compensation and states anyone over ten years old can volunteer.³³ The 2005 Act requires organisations to have volunteer contracts and gives volunteers a legal status in relation to employment, tax, social welfare and

³⁰ “Volunteering in the European Union – Final Report” GHK (2010): 163.

³¹ “‘Strategy 21’, European Heritage Strategy for the 21st Century,” Council of Europe, accessed May 15, 2019, <https://www.coe.int/en/web/culture-and-heritage/strategy-21>.

³² Government of Republic of Hungary, “National Volunteer Strategy 2012–2020 for Hungary”, *Annex no. 1 to Government Decision no. 1068/2012 (III. 20.) I.2. An Overview of the History of Volunteering in Hungary to the Present Day*.

³³ Government of the Republic of Hungary. Act LXXXVIII. of 2005 on Public Interest Volunteer Activities, accessed May 18, 2019, <http://www.oka.hu/cikkek/az-oenkentes-toerveny-angol-forditasa-english-translation-volunteer-act> [Published in English. Translation © ICNL / ECNL, August 2005].

immigration as suggested in the Guidance Note on Volunteerism and Legislation of 2001. The Act requires organisations to register if they plan to reimburse volunteers' expenses. To date approximately 10,000 have registered and no applications are known to have been rejected.³⁴ However, GHK's report on volunteering in Hungary notes the registration process is complex and may discourage small organisations which may fail to reimburse volunteers' expenses or do so outside the law.³⁵ The report also notes the Hungarian government places little importance on volunteering, seeing it as "a tool rather than a goal itself" in developing civil society.³⁶

In 2011, the Hungarian Government made fifty hours of Community Service mandatory for school students prior to graduation.³⁷ Many people describe this Community Service as 'volunteering' and it has a negative image due to being mandatory recalling the socialist period 'volunteering'.

Following the EU Year of Volunteers, and in consultation with stakeholders including Önkéntes Központ Alapítvány (ÖKA – Volunteer Centre Foundation), the National Volunteer Strategy 2012–2020 was developed.³⁸ This seems a good and comprehensive strategy, although some aspects have been undermined by, for example, the Act LXXVI, 2017 on the "Transparency of Organisations Supported from Abroad" and the 2018 Bill no. T/333 criminalising support to migrants.³⁹

³⁴ András Tóth of Önkéntes Központ Alapítvány, telephone interview with the author, June 11, 2018.

³⁵ "Study on Volunteering in Europe – Country Report Hungary" GHK, (2010): 10.

³⁶ "Study on Volunteering in Europe – Country Report Hungary" GHK, (2010): 8 accessed May 15, 2019, http://ec.europa.eu/citizenship/pdf/doc1024_en.pdf.

³⁷ Government of the Republic of Hungary, "Act CXC of 2011 on National Public Education" of Hungary, 4, System of State Examination, Section 6, (4) [Published in English]. https://www.oktatas.hu/pub_bin/dload/nyelvvizsga.../act_national_education.doc.

³⁸ Government of the Republic of Hungary, "National Volunteer Strategy 2012–2020" for Hungary", *Annex no. 1 to Government Decision no. 1068/2012 (III. 20.)*. For ÖKA, see <http://www.oka.hu>.

³⁹ Government of the Republic of Hungary, "Bill no. T/333, amending certain laws relating to measure to combat illegal immigration".

The Hungarian Government consults with relevant stakeholders before passing legislation, although the consultation period is sometimes inadequate for reasoned responses. For example, Dr. Gábor Lassányi of the Association of Hungarian Archaeologists remarked the government had allowed only a few days to respond to proposed legislation.⁴⁰ The Acts mentioned above were passed very quickly, indicating a short or non-existent consultation period, prompting some organisations refusing to comply. In 2016 the Ministry of Human Resources established the Országos Önkéntes Tanács (National Council on Volunteering) as an advisory body. The thirty members are mostly government representatives with some NGOs and religious organisations. According to a Council member, despite long meetings and detailed presentations, no advice has ever been requested or given to the Ministry.⁴¹ András Tóth of ÖKA said in 2012 the government established a volunteer centre called “New Generation” which largely replicated the work of ÖKA, while cutting the funding of ÖKA. This implies the government aims to control voluntary activities and perhaps lacks understanding of the intangible values of volunteering.

During this research many people involved in volunteer-hosting organisations, inside and outside the heritage sector, noted the Hungarian government’s desire to control all aspects of life, including voluntary activities, effectively excluding independent volunteerism. One interlocutor also suggested Hungarian people consider their cultural heritage to be the government’s responsibility and they are simply the passive recipients and do not need to take independent or voluntary action.⁴²

⁴⁰ Interview with Dr Lassányi, January 31, 2019. The Association of Hungarian Archaeologists is the organization representing archaeology profession in Hungary, see <http://regesztet.org.hu/>.

⁴¹ András Tóth of Önkéntes Központ Alapítvány, interview June 2018.

⁴² Interview with Graham Bell, North of England Civic Trust (<http://www.nect.org.uk/>) and Hungarian Renaissance Foundation (<http://www.magyar-reneszansz.hu/index.php/en>), June 2018.

1.4 UK Government Policies on Volunteering

The UK has no legal framework on volunteering, volunteers have no legal status, and the sector is described as self-regulating.⁴³ Implicit regulation is based on laws on tax, employment, social welfare and migration. These are supplemented by ‘Compacts’ between the UK government and the voluntary sector including Codes of Good Practice on volunteering.⁴⁴ The UK has no single definition of volunteering as England, Scotland, Wales and Northern Ireland have each developed their own, although all include free will, use of the volunteer’s time and energy, lack of remuneration and benefit to a third party outside close family. The policy framework and implementation are devolved to the individual countries creating a complex policy and legal environment. This complexity is managed through consultation between government and stakeholders as implied through the ‘Compacts’ and devolution of central government authority.

Despite this devolution, volunteering is an integral part of the UK government’s social welfare agenda. Volunteering is valued for both the extrinsic outputs of the voluntary activities, and for the intrinsic benefits of volunteering, such as reducing social exclusion, creating employable skills, and building strong communities and civil society. Consequently, the UK’s four national authorities continually develop initiatives, targets and funded programmes to promote volunteering to gain these benefits. Some initiatives are time-bound and some open-ended. Some initiatives are UK wide, although most are for England only with Scotland, Wales and Northern Ireland encouraged to adopt similar programmes.⁴⁵ Typically, the management of these initiatives are devolved to non-governmental-organisations (NGO), for example the

⁴³ “Volunteering in the European Union – Final Report” GHK (2010).

⁴⁴ “Study on Volunteering in the European Union – Country Report United Kingdom” GHK (2010): accessed May 16, 2019, http://ec.europa.eu/citizenship/pdf/national_report_uk_en.pdf.

⁴⁵ Within UK, some government functions are devolved to the four constituent authorities being England, Wales, Scotland and Ulster. Other functions are devolved only to Scotland with Wales, Ulster and England coming under the central UK government, and some functions are not devolved at all.

National Council for Voluntary Organisations (NCVO), or NGOs created by the government specifically for the purpose. Initiatives promoting volunteering may also be developed and implemented by local governments and may be pilots for subsequent national programmes.

To improve the quality of volunteer management, UK offers a National Vocational Qualification (NVQ) in “The Management of Volunteers.” The highest level NVQ is equivalent to an under-graduate degree and includes formal and experiential learning.

The UK governments consult with stakeholders prior to passing legislation or confirming policy. The method and period of consultation depends on the legislation or policy. For example, in early 2018 a government commissioned report “Full-time Social Action Review” had one month of consultation and specified groups were asked to respond; in mid-2018 a policy paper “Civil Society Strategy: Building a Future that Works for Everyone” had three-months consultancy period. Requests for consultation are published on the UK Government website with on-line submission of comments. Feedback from stakeholders maybe mixed, for example, NCVO was critical of some parts of both documents, despite being partially funded by the UK Government.⁴⁶ The resulting policy documents are also available online.⁴⁷

The UK has some regulatory barriers to volunteering. There are restrictions on volunteers receiving unemployment benefits to ensure they prioritise finding paid employment.⁴⁸ The government requires volunteer hosting organisations to have insurance and comply with health and safety legislation. Organisations must also comply with the 2006 Safeguarding Vulnerable Groups Act which requires anyone, including volunteers, wishing to work with vulnerable people must be checked by the Independent Safeguarding Authority. This adds bureaucracy

⁴⁶ Email communication with Volunteering Development Policy Officer, National Council Voluntary Organisations, UK. September 25, 2018.

⁴⁷ UK Government, “Full Time Social Action”, accessed October 15, 2018, <https://www.gov.uk/government/consultations/full-time-social-action-review-call-for-evidence>
<https://www.gov.uk/government/publications/civil-society-strategy-building-a-future-that-works-for-everyone>

⁴⁸ “Study on Volunteering in the European Union – Country Report United Kingdom” GHK (2010): 26, 31.

and cost to organisations and volunteers.⁴⁹ These barriers are mitigated by information and training for volunteer managers partially funded by the government through NCVO and similar agencies.

The UK Government maintains financial separation from the culture and heritage sectors which is managed through quasi-independent bodies such as the Heritage Lottery Fund. This allows the government to influence funding policy but not fully dictate it.

1.5 Organisational Governance

By long-standing tradition, most UK heritage institutions are created as ‘charities’ which requires them to have a Board of Trustees. This includes national institutions that are largely government funded, such as the National Gallery and National Theatre. The charitable status enhances popular trust in the institution and enables tax-efficient fundraising. The government advertises and appoints trustees to the national institutions, but once appointed they have considerable independence. Regional, local and independent institutions appoint their own trustees. Typically, the Board of Trustees appoint the institution’s Director, confirm policy and oversee the functioning of the institution. Trustees are respected and privileged positions often held by the ‘great and the good’. They are also voluntary positions, which places volunteers at the head and the heart of UK’s heritage institutions and governance. The Board of Trustees separates the institution from direct government control.⁵⁰

In contrast, Hungarian Government directly funds much cultural heritage and retains the right to hire and fire senior managers of government funded cultural heritage organisations. National heritage institutions report directly to the Ministry of Human Resources and local institutions

⁴⁹ Ibid., 24.

⁵⁰ Giles Waterfield, “Can We Trust in Museum Trustees?” *Apollo, the International Art Magazine* (April 2016): accessed May 27, 2019, <https://www.apollo-magazine.com/can-we-trust-in-museum-trustees/>.

report to their local government. This maintains government control, reduces institutional independence, and reduces the influence of volunteers. Despite this, the Ministry says volunteers are a priority for national cultural institutions and requires reports on volunteer numbers; it is understood that no other information is required and the reason for numerical reporting is unknown.⁵¹

1.6 Summary of Government Policy and Regulatory Environment

Both Hungarian and UK governments acknowledge volunteering and have established regulatory environments to support, safeguard and control it. Both countries state the benefits of volunteering go beyond the output of the voluntary activity, although these benefits are stated more positively and in greater detail by the UK government. Both countries have volunteer centers that advise hosting-organisations, although the UK volunteer centers offer a wider range of volunteer related services.

Hungary's regulations were established more recently and in line with EU policies. They are easy to navigate being two Acts of Parliament, one National Volunteer Strategy and one advisory body, the National Council on Volunteering. The Act on Public Interest Volunteers gives volunteers a specific legal status separate from paid employees, and the National Volunteer Strategy offers good definitions of volunteering. In comparison, the UK regulations are complex and difficult to navigate. Volunteers have no legal status, there is no clear national strategy, the definition of volunteer depends on what part of the UK you are in, and there are many advisory bodies offering competing advice.

⁵¹ Interview with Volunteer Coordinator at Hungarian Fine Art Museum, January 17, 2019.

Despite this, the UK government puts more effort and funds into promoting volunteering, effectively ‘putting their money where their mouth is.’ The relationship between the UK government and the voluntary sector is consultative; it is a UK paradigm that an organisation or individual, even if funded by the government, can publicly criticise the government without fear of reprisal. This compares favourably to Hungarian experience where the relationship between the government and the NGOs appears directive and non-communicative. Finally, the governance of UK’s heritage organisations is focused on the Board of Trustees placing volunteers at the core of every institution. In Hungary only non-governmental organisations have a voluntary Board, and governmental organisations report directly to the relevant level of government.

Given the different levels of formal volunteering in the UK and Hungary, this analysis indicates that for a national regulatory framework that promotes volunteering, it is not the simplicity or clarity of that framework that is relevant, but the relationship between the partners to that framework.

1.7 Ethics of Volunteerism

No academic discussion was found on the ethics of volunteering, implying acceptance of all issues. However, as work normally generates financial rewards, it is worth considering ethical issues related to unpaid work.

Many UK government services are contracted-out by competitive tender creating pressure to reduce costs. Volunteering is common and labour costs are high and replacing paid staff with unpaid staff may help win valuable contracts. This could be considered unfair competition and exploitation, while paid staff may feel their jobs are threatened by volunteers who cost less.⁵²

⁵² “Volunteering in the European Union – Final Report” GHK, 2010, 136–8.

Believing in the intrinsic benefits of volunteering, UK governments have introduced initiatives to engage people at risk of social exclusion as volunteers. While this may have a positive impact for many participants, it could be considered as social engineering to increase control and reduce anti-social behaviour.⁵³ For example, Manchester museums ran a three-year programme “Investing Futures – Volunteering for Wellbeing” which claimed to increase participants’ employability, reduce social isolation and improve their mental wellbeing.⁵⁴ Such programmes raise ethical questions around the social role of heritage organisations.

In popular professions in UK, including cultural heritage, prospective staff are expected to do voluntary work or unpaid internships before getting paid employment. While this produces cheap labour and experienced entry-level staff, it excludes people who cannot afford unpaid internships, which reduces staff diversity.

Currently there are few ethical discussions around volunteering in Hungary. Unemployment is low at 3.6%, and although salaries are low, volunteerism is under-developed and does not pose a threat to paid staff.⁵⁵ Where volunteers are used, they often offer new, additional services, such as visitor liaison in the Hungarian National Gallery. As noted in Chapter 3, Motivation to Volunteer, anecdotal evidence shows some Hungarians consider it unethical to work without financial reward which tallies with MacGregor’s “Theory X; Theory Y” model discussed in Chapter 2, Volunteer Motivation Models.⁵⁶ Hungary requires school students to do Community Service before graduation, this is frequently called ‘volunteering’ although it is compulsory. It is ethical for governments to promote Community Service, but the programme

⁵³ “Study on Volunteering in the European Union – Country Report United Kingdom” GHK, 2010, 1.

⁵⁴ “Inspiring Futures: Volunteering for Wellbeing” Executive Summary 2013–2016, Manchester Museum.

⁵⁵ “Study on Volunteering in Europe – Country Report Hungary” GHK, 2010, 12.

⁵⁶ D. McGregor, *The Human Side of Enterprise*, (New York: MacGraw-Hill, 1960).

is creating negative connotations around volunteering, which may make some people consider all volunteering to be unethical.

Both countries have some, although different, ethical issues around volunteering. This may be because volunteering is considered differently by stakeholders in each country, and that volunteering is more developed and popular in UK.

1.8 Statistics of Voluntary Activities in UK and in Hungary

This section considers the challenges of getting clear, consistent information on volunteers in Hungary and UK in terms of demographics and voluntary sectors. The number and level of retention of volunteers to some extent reflects the quality of national volunteering policy. The data was taken from government statistics available on the web, GHK reports for the European Union, and volunteer-supporting organisations in Hungary and UK.

1.8.1 Volunteer Numbers

There are many challenges with recording and comparing numbers of volunteers. These are

- There is no internationally agreed definition of ‘volunteer’ which results in inconsistent data. For example, the Hungarian Central Statistical Office counts only volunteers contracted with registered organisations, being 5.5% of the population; while a Hungarian survey in 2005 of 5,000 people included formal and informal volunteers showed 48% of the population as active.⁵⁷

⁵⁷ Éva Kuti and Klára Czike, “Citizens’ Donations and Voluntary Activities,” *National Volunteer Centre and The Non-Profit Research Group Association*, (2005): accessed May 21, 2019, <http://mek.oszk.hu/15100/15181/15181.pdf>. <http://mek.oszk.hu/15100/15182/15182.pdf>.

- There is no international agreement on which organisations should report volunteers. Hungarian data exclude state organisations despite their mandatory reports of volunteer numbers; UK data include state and state-funded organisations.
- There is no standard source of data on volunteers in organisations; for example, the Hungarian Central Statistical Office counts volunteers via the organisations,⁵⁸ while UK Office for National Statistics surveys population samples.⁵⁹
- There is no consistent wording for surveys. For example, three surveys in Scotland using different wording reported 25%, 20% and 38% of the population as volunteers.⁶⁰ There is little popular recognition of the difference between formal and informal volunteering which contributes to different results from population surveys and organisational reporting.
- There is no agreed way of recording volunteers' time. For regular contracted volunteers time donated is reasonably easy to assess, however UK reports that volunteering is becoming more episodic making data capture difficult.⁶¹

There are more volunteering opportunities in UK than in Hungary. For example, the UK has 10,500 charity shops run mostly by volunteers, and volunteers support social welfare delivery.⁶² Volunteering opportunities do exist in Hungary but are less common.

Given all these challenges it is difficult to define the exact percentage of the population that volunteer. However, UK commissioned surveys in 2007–2009 of formal volunteering showed 42% of the population had volunteered within the previous year and 27% volunteered at least

⁵⁸ “Study on Volunteering in Europe – Country Report Hungary” GHK, (2010): 2.

⁵⁹ UK Government, Office of National Statistics, accessed August 18, 2018, <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/articles/billionpoundlossinvolunteeringeffort/2017-03-16>.

⁶⁰ “Study on Volunteering in the European Union – Country Report United Kingdom” GHK (2010), 6.

⁶¹ Ibid.

⁶² National Council of Voluntary Organisations website, “About Charity Shops,” accessed May 16, 2019, <https://knowhownonprofit.org/funding/trading/charityshops/charityshops>.

monthly.⁶³ The Hungarian Central Statistical Office state between 4.7% and 5.5% of the population formally volunteer in a registered organisation.⁶⁴

The age, gender and employment status of volunteers varies between sectors, tasks and locations; however, volunteering consistently increases with education. This holds true in cultural heritage with different types of institutions having different volunteer profiles.

1.8.2 Organisations and Volunteers by Sector

UK charities have tax and image advantages, which encourages organisations to register as charities. The popular perception is that UK has many registered non-profit-organisations, and trust in the sector remains high. Hungarian trust in civil society is low and non-profit status offers few image advantages. The perception is that Hungary has few non-profit-organisations. However, as Figure 3 shows, pro-rata there are more registered non-profits in total and in cultural heritage in Hungary than in UK. The reasons are unknown and despite requests, the Hungarian government was unable to comment.

	Population	Registered Non-profit Organisations	Registered Non-Profits per Million Population	Registered Non-profit Organisations in Cultural Heritage	Cultural Heritage Non-Profits per Million Population
Hungary	9,684,000	62,400	6,444	7,238	747
UK	66,573,000	185,000	2,779	22,613	340

Figure 3. The number of non-profit organisations registered in Hungary and UK

Hungarian Central Statistical Office 2007 reports 62,400 registered non-profit-organisations, of which 11.6% (7,238) are in culture and arts, ‘heritage’ does not have a category. Information on volunteer numbers by organisational sector is not available. The survey by Kuti and Czike

⁶³ “Study on Volunteering in the European Union – Country Report United Kingdom” GHK (2010), 5.

⁶⁴ “Study on Volunteering in Europe – Country Report Hungary” GHK (2010), 2.

mentions volunteer involvement by sector but gives no indication of numbers of people volunteering specifically in culture.⁶⁵ András Tóth of ÖKA suggested that people would be more attracted to volunteer in heritage as public social welfare was an “unattractive mess”.

There are 185,000 registered charities in UK of which 12% are recorded as cultural or heritage. As noted above, 42% of the UK population volunteer in a registered organisation. The ‘Art /Museum’ category has 8% of all volunteers,⁶⁶ although other surveys shows 5% of volunteers in cultural heritage.⁶⁷ This apparent low level of volunteering in heritage could be explained by different categories within the sectors and large numbers of volunteer in other sectors.

1.8.3 Summary of Volunteering Statistics

The available data on volunteering lacks consistency making analysis and comparison impossible. The encouragement of volunteering by UK governments supports a positive environment resulting in high numbers of volunteers. The Hungarian government has not supported volunteering to the same extent and the numbers are perceived to be low. Conversely, the number of non-profit-organisations pro-rata for Hungary is much higher than for the UK, which is contrary to popular perception.

⁶⁵ Éva Kuti and Klára Czike, “Citizens’ Donations and Voluntary Activities.”

⁶⁶ N. Low, S. Butt, P. Ellis, and J Davis Smith, “Helping Out: A National Survey of Volunteering and Charitable Giving,” (London: Cabinet Office, 2007), accessed August 18, 2018, <http://openaccess.city.ac.uk/2547/1/Helping%20Out.pdf>.

⁶⁷ The Statistics Portal, “The Share of Voluntary Work Connected to Heritage in England in the last Year,” accessed August 20, 2018, <https://www.statista.com/statistics/420015/heritage-volunteers-uk-england/>.

Chapter 2. Theoretical Background to Volunteer Management

Management theories are examined here to explain the reasons for specific actions, for example, why people work without financial reward. Theories also predict likely outcomes of actions in given situations, for example, the types of roles volunteers will be assigned given the age and ownership of the organisation. Reviewing case-study research in relation to models of management and motivation allows rapid understanding and analysis.

The review is divided into three parts, first, organisational structure, culture and management style that influence which volunteers will be attracted and how they will be managed. Second, models of volunteer motivation offering different approaches and concepts. Third, models of how heritage organisations can manage volunteers' given their specific structure and culture. There is considerable research on management and on volunteering, but little on line management of volunteers or how engaging volunteers changes an organisation. There is extensive research on organisational culture and structure in the for-profit sector, but little on the voluntary sector. Most material on the voluntary sector relates to Human Resource (HR) issues, mainly volunteer recruitment, motivation and retention and mostly in social welfare and fundraising. This implies there are either few differences in non-HR aspects of management between paid and voluntary staff, or the theoretical background to managing volunteers has not progressed from the HR department. This thesis focusses on the relationship between management structure and style and volunteer recruitment and retention in cultural heritage. Therefore, this literature review will concentrate on these issues and this sector where possible.

2.1 Structure and Culture of Organisations

An organisation's structure is a tool for management to achieve the objectives of the organisation.⁶⁸ It is a function of how tasks are divided and linked, how teams are coordinated, how communication happens, how decisions are made, and how authority and accountability is allocated and used. Organisational culture is the collective vision, values, rewards, systems, language, assumptions, beliefs, and habits; it is contingent on an organisation's age, size, function, and the environment in which it operates.⁶⁹ The structure and culture should be mutually reinforcing; the culture legitimises the structure which in turn institutionalises the culture, see Figure 4.⁷⁰

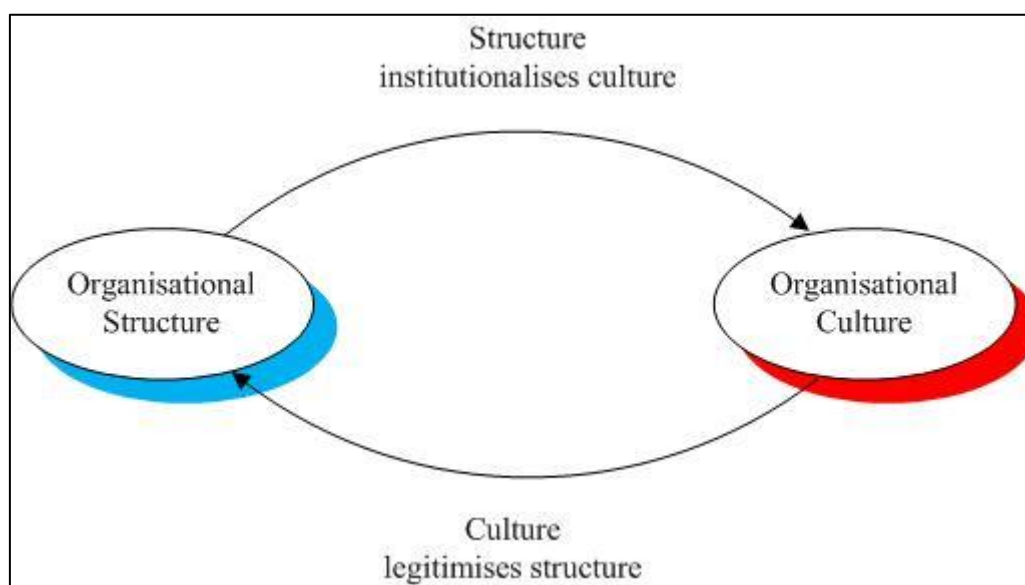


Figure 4. The relationship between organisational structure and culture

If a culture and structure are not in harmony, organisational members will either ignore the structure or slowly adopt a culture in harmony with the structure which may be quite different from the desired culture. Organisational structures and cultures change with time,

⁶⁸ Nebojša Janićijević, "The Mutual Impact of Organisational Culture and Structure," *Economic Annals* 58, no.198 (July – September 2013), 35–60.

⁶⁹ H. Mintzberg, "Structure in 5's: A Synthesis of the Research on Organization Design," *Management Science*, 26, no. 3 (March 1980): 322–341.

⁷⁰ Nebojša Janićijević, "The Mutual Impact of Organisational Culture and Structure."

organisational size, and operational environment. A large, mature national cultural institution, with specialised staff, government funding will have a completely different structure and culture from a small, local, start-up organisation, with enthusiastic but inexperienced personnel, trying to preserve and present heritage in an unpredictable socio-economic environment.

Handy (1990) notes the structure: culture of organisations influences how volunteers are used by the organisation.⁷¹ A large, mature, well-structured organisation with strong internal regulation and standards, operating in a stable environment, for example, a national heritage centre, generally use volunteers on the fringes of the organisation in ‘nice to have’ roles such as visitor information and fundraising events.⁷² Volunteers are recruited, contracted and trained like staff, offered extrinsic rewards, such as access to exhibitions, and intrinsic rewards, such as status of association with a major cultural institution, for example, the Hungarian National Gallery. In some places this situation has changed due to visitor expectations, volunteer expectations and reduced funding. These pressures have allowed trained volunteers to take key ‘professional’ roles, either as self-managing units, or supervised by paid staff,⁷³ for example, UK National Trust.⁷⁴ In contrast, small, young organisations maybe entirely or almost entirely run by volunteers including key or specialist roles. Leadership may come from one charismatic individual (Mintzberg ‘Simple Structure’),⁷⁵ or by collective agreement of the whole team (Handy ‘Person Culture’).⁷⁶ There may be limited or no ‘Human Resource’ processes and volunteers are recruited through word-of-mouth. Rewards are entirely intrinsic,

⁷¹ Charles Handy, *Understanding Voluntary Organisations* (London: Penguin Books, 1990), 103–121.

⁷² See Figure 16, Chapter 4, Management Structure.

⁷³ Damian Stamer, Kimberly Lerdall and Chao Guo, “Managing Heritage Volunteers: An Exploratory Study of Volunteer Programmes in Art Museums Worldwide,” *Journal of Heritage Tourism*, 3, no.3, (2008): 203–214.

⁷⁴ Katy Lithgow & Helen Timbrell, “How Better Volunteering Can Improve Conservation: Why We Need to Stop Wondering Whether Volunteering in Conservation Is A Good Thing and Just Get Better at Doing It Well,” *Journal of the Institute of Conservation*, 37, no.1, (2014): 3–14.

⁷⁵ H. Mintzberg, “Structure in 5's: A Synthesis of the Research on Organization Design.”

⁷⁶ Handy, *Understanding Voluntary Organisations*, 92–93.

such as personal satisfaction, excitement, involvement with a cause, for example, the Community Archaeology Association.⁷⁷

Individual management style is partly personal choice but is influenced by the organisation's structure and culture. Staff and volunteers naturally incline towards organisations with a structure, culture and management style they instinctively understand and where they feel comfortable.⁷⁸ Managers in an organisation looking to recruit volunteers should be aware of their current, and planned structure and culture and look for individuals who would fit in, respect and enhance it.

2.2 Volunteer Motivation Models

Volunteering has no financial reward or regulatory requirement, and volunteers can leave with no material impact to themselves. This offers volunteers considerable freedom of thought, action and values.⁷⁹ Volunteer management and motivation is different from paid staff as volunteers are outside the formal reward and power structure.

All models of volunteer motivation are based on the concept that people work willingly, find pleasure in their work and should be managed through guidance and support, and not demands and punishment.⁸⁰ Maslow's 'Hierarchy of Needs' theory states that motivation is based on the satisfaction of human needs.⁸¹ Volunteering can satisfy the 'higher' needs, for example, social contact, belonging and self-esteem.⁸² It should be noted these 'higher' needs cannot be

⁷⁷ See Figure 17, Chapter 4, Management Structure.

⁷⁸ Handy, *Understanding Voluntary Organisations*, 96.

⁷⁹ Kerstin Alfes, Bethania Antunes and Amanda D. Shantz, "The Management of Volunteers – What Can Human Resources Do? A Review and Research Agenda," *The International Journal of Human Resource Management*, 28, no. 1, (2017): 62–97.

⁸⁰ D. McGregor, *The Human Side of Enterprise* (New York: MacGraw-Hill, 1960).

⁸¹ Maslow, "Hierarchy of Needs, A Theory of Human Motivation," *Psychological Review*, 50 (1943), 370–396.

⁸² Loise Waikayi, Colm Fearon, Lynn Morris, Heather McLaughlin, "Volunteer Management: An Exploratory Case Study Within the British Red Cross," *Management Decision* 50, no. 3, (2012): 349–367. And, Stamer, Lerdall & Chao Guo "Managing Heritage Volunteers: An Exploratory Study of Volunteer Programmes in Art Museums Worldwide."

met until the ‘lower’ needs, such as food and shelter, are satisfied. The Hertzberg ‘Two Factor’ model differentiates factors that motivate, for example, achievement and interest in the task, from those that demotivate, such as administration policies and working conditions.⁸³ A job that addresses the demotivation factors but offers no motivators is ‘just a pay-cheque’. As volunteers receive no pay-cheque, organisations must identify and offer motivation factors in line with volunteer expectations.

Motivation models consider factors that prompt people to start volunteering, sometimes grouped according to the importance for the research audience. The factors that seem relevant for cultural heritage volunteers are

- The task.⁸⁴ This can be detailed into
 - The range of skills needed to complete the task
 - The relationship between the task and the aims of the organisation
 - The impact the task has on other people, such as visitors or other volunteers
 - The levels of responsibility and autonomy
 - The feedback offered and clarity of outcomes;
- Social interaction;
- Association with an activity or location which interests the volunteer;
- Perception of status, either as a volunteer or of the organisation. This can be self-perception or external perception;
- Learning and practicing new skills for self-actualisation or career advancement.

⁸³ F Hertzberg, *Work and the Nature of Man* (Cleveland: World Publishing Co, 1966).

Two-factor theory distinguishes between **motivators** that give positive satisfaction, arising from intrinsic conditions of the job itself, such as recognition, achievement, or personal growth; and **hygiene factors** that do not lead to higher motivation, though demotivation results from their absence. The term "hygiene" is used as these are maintenance factors. These are extrinsic to the work itself, and include aspects such as organisational policies, supervisory practices, or wages/salary.

⁸⁴ J.R. Hackman, and G.R. Oldham, "Development of the Job Diagnostic Survey," *Journal of Applied Psychology* 60, (1975): 159–170.

Another approach to understanding volunteer motivation is to consider their underlying aims and expected outcomes.⁸⁵

- Leisure – people seek intrinsic rewards such as fun, learning and social interaction. These rewards can be gained from leisure activities and/or from volunteering.
- Market – volunteers seek the extrinsic rewards of work experience to enhance their careers. This may be formalised as internships.
- Altruism –volunteers are concerned for others who appear less well-off than themselves.
- Cause-serving – volunteers act according to their beliefs which maybe political, moral, environment or religious.

The inclusion of ‘leisure’ and ‘market’ as motivators indicates volunteer recruitment opportunities and differentiates management styles and rewards for different volunteers. The concept of volunteering as leisure was developed by sociologists and called ‘serious leisure.’⁸⁶ Although ‘leisure’ can imply self-interest and unreliable engagement, ‘serious leisure’ requires commitment and willingness to put in effort to gain the desired rewards of, for example, learning, achievement and quality social interaction. For the heritage sector, serious leisure motive becomes a continuum of interest between visitors and volunteers.⁸⁷ The model indicates

⁸⁵ S. Parker, “Volunteering: Altruism, Markets, Causes and Leisure,” *World Leisure and Recreation* 39, no. 3 (1997): 4–5.

⁸⁶ Robert A. Stebbins, “Volunteering: A Serious Leisure Perspective,” *Non-profit and Voluntary Sector Quarterly* 25, no.2, (1996): 211.

⁸⁷ K. Holmes, “Volunteers in the Heritage Sector: A Neglected Audience?” *International Journal of Heritage Studies* 9, (2003): 341–355.

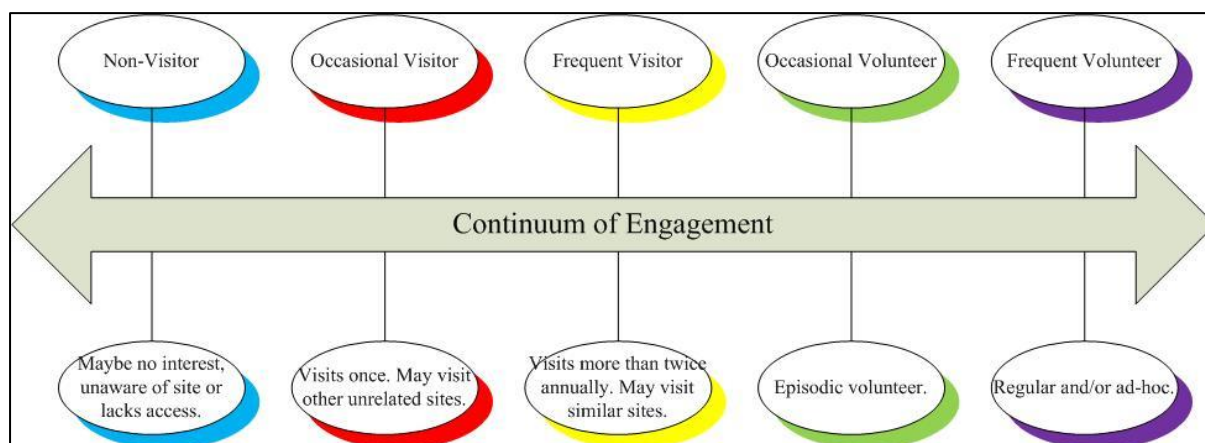


Figure 5. Visitor : Volunteer Continuum

that with incentives, occasional visitors can become frequent, who can become volunteers. Conversely it also implies that visitors or volunteers who do not gain the expected intrinsic rewards will reduce their engagement and finally cease to visit, see Figure 5. The typical museum visitor is aged between 35 and 44, highly educated with professional occupation, they visit museums to learn, socialise and enjoy the institutional prestige.⁸⁸ This makes visitors older and younger versions of volunteers (see also Chapter 3, Volunteer Profiles). Organisations should consider their volunteers as their favourite visitors, ‘hosts and guests’ to a heritage site,⁸⁹ and as front-line visitor liaison and ambassadors for the organisation.⁹⁰

Other models of volunteer motivation highlight the variables that influence people towards volunteering, for example Cnaan & Cascio (1999)⁹¹ propose three sets of variables:

- Demographics of the potential volunteer;
- Personality and attitudes of the potential volunteer;
- Managerial variables of the volunteer-host.

⁸⁸ Kirsten Holmes and Deborah Edwards, “Volunteers as Hosts and Guests in Museum”, (OPUS, Open Publication of UTS Scholars) accessed April 29, 2019, <https://opus.lib.uts.edu.au/bitstream/10453/7975/1/2007002900.pdf>.

⁸⁹ Kirsten Holmes and Deborah Edwards, “Volunteers as Hosts and Guests in Museum.”

⁹⁰ Katy Lithgow and Helen Timbrell “How Better Volunteering can Improve Conservation.”

⁹¹ R.A. Cnaan and T. Cascio, “Performance and Commitment: Issues in Management of Volunteers in Human Service Organisations.” *Journal of Social Service Research* 24, no.3/4, (1999): 1–37.

While these variables are shown to influence volunteerism, this approach can be dangerous and unethical as it encourages organisations to categorise people and exclude groups that volunteer infrequently. This would mean organisations ignores potential skills, engage with a narrow audience and reduce their volunteer diversity.

All models implicitly acknowledge that volunteers and organisations should match the effort expected from volunteers with the expected amount of intrinsic or extrinsic outcomes.⁹² Handy describes this relationship as a ‘psychological contract’ in which the outcomes available prompts individuals to engage their “excitement, energy, enthusiasm and effort;” motivation is gained when the contract is balanced, and the volunteer feels the outcomes are worth the inputs.⁹³

When motivational needs are met, volunteers are more likely to continue their voluntary activity. Over time, this voluntary engagement will become part of the person’s identity and self-esteem, prompting on-going voluntary engagement with the host-organisation.⁹⁴ However, the only research into this proposal is with ‘employer supported volunteering’ and it has not been tested widely.

2.3 Organisational Management and Volunteering

Volunteers change organisations and successful volunteer programmes need the support of all staff albeit in different ways. The most important are discussed below.

⁹² “Vroom, ‘Expectancy Motivation Theory,’” YourCoach training and consultancy website, accessed May 16, 2019, <https://www.yourcoach.be/en/employee-motivation-theories/vroom-expectancy-motivation-theory.php>.

⁹³ Handy, *Understanding Voluntary Organisations*, 27.

⁹⁴ Adam M Grant, “Giving Time, Time After Time: Work Design and Sustained Employee Participation in Corporate Volunteering,” *Academy of Management Review* 37, No. 4, (2012): 589–615.

2.3.1 Senior Management

In large organisations it is unlikely that senior management will have personal interaction with individual volunteers, however their commitment is crucial in creating successful programmes.⁹⁵ Volunteers are attracted to the status and style of organisations, for example, elitist, campaigning, community based, and so on. Senior management are key in creating and communicating the status and style and ensuring it harmonises with the organisation's aims, structure and culture. Senior management should initiate any structural changes needed when engaging volunteers. They must ensure volunteers are used ethically and not just as cheap labour or staff replacements.

Senior management must confirm volunteer tasks are valid, acceptable and fit the mission and strategy. They must ensure resources are available to support volunteering, including budget, staff time, working space, and all legally required insurances.⁹⁶ Finally, senior management should ensure that volunteer contributions are measured and publicised which rewards the volunteers and creates a positive image with the organisation's audience and donors.⁹⁷

2.3.2 Supervisors

The range of supervisors will depend on the organisational structure and the range of tasks in which volunteers are involved. Supervisors are responsible for designing and supervising volunteers' roles. Generally, roles should be varied and skill intensive to maintain interest and offer learning opportunities;⁹⁸ alternatively, job rotation can enliven routine tasks.⁹⁹ Many volunteers are motivated by social contacts gained through volunteering, and supervisors

⁹⁵ Jeffrey L. Brudney, "The Effective Use of Volunteers: Best Practices for the Public Sector," *Law and Contemporary Problems* 62, no. 4 (1999): 219–55.

⁹⁶ Ibid.

⁹⁷ Lithgow and Timbrell, "How Better Volunteering can Improve Conservation."

⁹⁸ Brudney, "The Effective Use of Volunteers: Best Practices for the Public Sector."

⁹⁹ Waikayi, Fearon, Morris, McLaughlin, "Volunteer Management: An Exploratory Case Study within the British Red Cross."

should design tasks, teams and rewards to build a volunteer community. This could include consistent work teams, a ‘volunteers’ room,’ or functions related to volunteering activity such as guided visits to another heritage site. Many volunteers are motivated by opportunities for learning and personal development which should be built into their role.¹⁰⁰ Many volunteers value some autonomy in their tasks, and where possible self-management should be promoted.¹⁰¹

Supervisors may need training in planning tasks and supervising volunteers. Scheduling volunteers time is particularly relevant as many volunteers see themselves as busy people and dislike wasting time.¹⁰² Some volunteers reject extrinsic rewards as wasting donated resources, this potentially increases their intrinsic altruistic rewards.¹⁰³

2.3.3 HR Function

The HR function is key in helping to define volunteering policy, supporting recruitment, and advising line managers in people management issues.¹⁰⁴ In large organisations HR is probably a separate team, in small organisations the HR role maybe done by staff or volunteers covering all support functions.

HR processes developed for paid staff should be adjusted for volunteers because career and salary do not motivate, this changes the power: reward relationship between the organisation and the individual. Recruitment can be flexible and non-competitive although induction and training remains important as volunteers won’t have the specialist educational of paid staff.¹⁰⁵

¹⁰⁰ Stamer, Lerdall and Chao Guo “Managing Heritage Volunteers.”

¹⁰¹ Ibid.

¹⁰² Lithgow and Timbrell, “How Better Volunteering can Improve Conservation.”

¹⁰³ Waikayi, Fearon, Morris, McLaughlin, “Volunteer Management: An Exploratory Case Study within the British Red Cross.”

¹⁰⁴ Mintzberg, “Structure in 5's: A Synthesis of the Research on Organization Design.”

¹⁰⁵ Stamer, Lerdall and Chao Guo “Managing Heritage Volunteers.”

The HR function may facilitate training for the organisation's paid staff to prepare them for working with volunteers. Training might include scheduling of tasks using many part-time volunteers; how intrinsic rewards are delivered; identifying transferable skills and experience in volunteers with different education; and giving feedback to volunteers on their work. Staff training should highlight the benefits volunteers offer the organisation and confirm that volunteers will not replace paid staff.

2.3.4 The Volunteers

Many organisations regard volunteers as passive donors of labour, rather than active consumers of intrinsic rewards. The UK's National Trust stands out by including 'Volunteer Satisfaction' as a Key Performance Indicator for their property managers. This is done through feedback questionnaires which asks if the volunteer would recommend friends to volunteer for the specific property. They note the highest 'Volunteer Recommendation' comes from smaller properties where volunteers have close interaction with paid staff implying the relationship is a significant motivator.¹⁰⁶

No research or reported experience was found on the following areas –

- Line management of volunteers, except British Red Cross in their fundraising shops.¹⁰⁷
- Personnel evaluations or disciplinary actions of volunteers.
- Methods for recording volunteer impact in terms of visitor relations, outreach or development of social capital.
- How volunteer-intensive programmes alter the structure and culture of organisations.

¹⁰⁶ Lithgow and Timbrell (2014) "How Better Volunteering can Improve Conservation"

¹⁰⁷ Waikayi, Fearon, Morris, McLaughlin, "Volunteer Management: an Exploratory Case Study Within the British Red Cross,"

Below, in Chapters 3 and 4, this range of concepts will be used to examine and explain the actual experience of volunteering as found in the researched organisations in UK and Hungary. Actions of the organisations and individuals researched will be compared to the theories to help understand those actions.

Chapter 3. Volunteering from the Volunteers' Perspective

This chapter reviews the volunteer's perspective on volunteer management in cultural heritage. It considers the benefits volunteers gain, the kind of people who volunteer, the tasks they do, and how they perceive the organisation's management, volunteer motivations, and how these can be enhanced by the management are examined. Finally, the Hungarian Community Service for school students is reviewed; this is mandatory but is frequently called 'volunteering.' The sources of information are literary review and the case-study research of twenty cultural heritage organisations.

3.1 Benefits of Volunteering to the Volunteer

People volunteer for many different reasons, and a benefit for one person may be irrelevant for another. Benefits can include a sense of identity, self-esteem and wellbeing, gaining social networks, learning and increasing employability.¹⁰⁸ People putting considerable effort and commitment into a voluntary activity in expectation of intrinsic rewards such as learning, achievement and social interaction are said to be engaging in serious leisure.¹⁰⁹

According to Laura Jane Smith (2006), heritage contributes to a sense of personal and community identity by commemorating events stored as collective memories and understanding heritage sites confirms identity around nation, ethnicity, gender, class, community and family.¹¹⁰ Son and Wilson (2012) identify that altruistic actions, including

¹⁰⁸ "Volunteering in the European Union – Final Report" GHK (2010), 139.

¹⁰⁹ Robert A. Stebbins, "Volunteering: A Serious Leisure Perspective," *Non-profit & Voluntary Sector Quarterly* 25, no.2 (June 1996) 211–24.

¹¹⁰ Laura Jane Smith, *The Uses of Heritage* (London: Routledge, 2006), 272.

volunteering, supports a person's sense of identity which enhances good mental health. This is achieved through

- Feeling productive and useful. This is particularly relevant if someone feels of little use, for example, retired or unemployed.
- Enhancing a person's feeling of self-control and autonomy by exercising freedom of choice to 'work' based on values and not financial need;
- Developing and using skills and experience for activities the person values;
- Enhancing social identity through association with a respected institution or activity;
- Increasing the number of roles a person plays, for example, family member, worker, jazz musician, volunteer and so on.¹¹¹

These factors lead to different feelings of well-being:

- Hedonic; feeling happy and giving a short-term boost to self esteem;
- Eudemonic; longer term satisfaction which occurs when activities are meshed with personal value systems and feelings of control;
- Social wellbeing; gained when someone makes a valued contribution to a community that is respected by the giver.¹¹²

Volunteering increases hedonic wellbeing, and significantly increases eudemonic and social-well-being.¹¹³ However, the length of time spent volunteering makes little difference to these feelings.¹¹⁴

¹¹¹ Joonmo Son and John Wilson, "Volunteer Work and Hedonic, Eudemonic, and Social Well-Being," *Sociological Forum*, 27, no. 3 (September 2012): 660.

¹¹² Ibid.

¹¹³ Ibid.

¹¹⁴ Peggy A. Thoits, "Volunteer Identity Salience, Role Enactment, and Well-Being: Comparisons of Three Salience Constructs," *Social Psychology Quarterly*, *Social Psychology Quarterly* 76, no. 4 (December 2013): 373–398.

Volunteering can increase personal and communal social capital; social capital are the networks between people creating trust and enabling society to function effectively.¹¹⁵ A volunteer role connected to large, close and dense social networks is more likely to be important to the individual. Satisfied volunteers will build friendship and trust, and hence social capital.¹¹⁶ However, while volunteering can increase social capital, a level of social capital is needed to enable volunteering.¹¹⁷

3.2 Volunteer Profile

The volunteers' profile, established by responses to volunteers' questionnaires and observations, are largely the same in UK and Hungary, see Appendix 2 for questionnaires and observation checklist. However, some UK organisations have deliberately increased the diversity of their 'staff' through their volunteers.

The analysis shows that adults of all ages will volunteer. However, most volunteers are adults under 25 years and over 55 years.¹¹⁸ This contrasts with typical heritage visitors who are 35–44 years.¹¹⁹ The Chairman of Priddy Folk Festival related volunteering to 'life-stage' as people have less time for regular volunteering when pursuing careers and rearing children.¹²⁰ However, he also noted people would devote occasional weekends or holiday to voluntary activity, this is exemplified by the volunteers' profile at Community Archaeology Association

¹¹⁵ Robert D. Putnam, *Bowling Alone: The Collapse and Revival of American Community* (New York: Simon and Schuster, 2000), 290.

¹¹⁶ A. Stukas, M. Daly, "Volunteerism and the Creation of Social Capital: A Functional Approach," *Australian Journal of Psychology* 10, no.2 (January 2005): 16–19.

¹¹⁷ Răzvan-Lucian Andronic, "Volunteering: Theoretical Approaches and Personal Characteristics," paper presented at International Conference Of Scientific Paper Afases 2014, Brasov, 22-24 May 2014, accessed May 15, 2019, http://www.afahc.ro/ro/afases/2014/socio/Andronic,%20Razvan-Lucian_%20Volunteering.pdf.

¹¹⁸ See Appendix 3 for questionnaire analysis.

¹¹⁹ See Chapter 2, Volunteer Motivation Models.

¹²⁰ Interview with Chairman of Priddy Folk Festival, 30 January 2019.

who are mostly male, mid-aged and employed. Conversely older retired people prefer regular volunteering to structure their lives.¹²¹

In both countries more women than men volunteer in cultural heritage. Some roles are more popular with one gender than the other, men dominate in technical roles, such as metal detecting or tram-driving; women dominate in fine arts and visitor-facing roles. Organisation with both types of roles, for example, Seaton Tramway, have greater gender balance, but with women in visitor liaison and men in technical roles.¹²² It is assumed these roles are self-selected and not obligatory. One female volunteer for Budapest100 summarised “When I volunteer, I like to be with people I am comfortable with, not so much older or much younger, and yes, mostly other women.”¹²³

Over 85% of Hungarian and British respondents had tertiary or professional education. This is to be expected as according to ‘Volunteering in The European Union’ Final Report “there is a clear, positive correlation between education levels and the tendency to volunteer.”¹²⁴

The analysis of questionnaires showed no difference in volunteer profile between Hungary and UK. However, differences were highlighted in interviews with Volunteer Coordinators. While most organisations have some student volunteers, the Museum of Childhood, Budapest100 and the Glamorgan Archive have recruited students whose studies relate to the organisations’ activities, for example, archivist, architect, conservator, and so on. These volunteers have tasks utilising their training; the students gain an effective, but informal, internship, while the host organisation gains professional skills.¹²⁵ The Glamorgan Archive has also recruited volunteers

¹²¹ Holmes and Edwards, “Volunteers as Hosts and Guests in Museum.”

¹²² Interview with Operations Manager, Seaton Tramway, 22 January 2019.

¹²³ Conversation with Budapest100 volunteer during the 2019 launch event, January 2019.

¹²⁴ “Volunteering in the European Union – Final Report” GHK (2010), 73.

¹²⁵ See Chapter 2, Volunteer Motivation Models.

with learning difficulties who are extremely accurate in data-entry. These volunteers build diversity and reduce the exclusivity of heritage organisations.

The Volunteer Coordinators were predominantly female, highly educated and on average a little younger than their volunteers. Half were paid staff, mostly full-time, and half volunteers who worked variable hours. Half respondents spent over 50% of their time supporting their volunteers and half spent less than 50%, there was no correlation between the time with volunteers and their employment status. Eighty percent had been in their role for over a year implying satisfaction with their position.

3.3 Volunteer Workload

Most volunteer respondents in both countries work between one and three days per month for the given organisation (78% in UK, 83% in Hungary). This is confirmed by Volunteer Coordinators who stated over 82% of their volunteers worked this amount. Most volunteers said their workload was about right (89% in UK, 94% in Hungary) which is confirmed by the numbers who volunteered with the same organisation for over a year (87% in UK, 70% in Hungary). However, one Hungarian respondent noted the “main difficulty is to reconcile work, family and volunteer work.”¹²⁶ This was echoed by other Hungarian respondents; no UK respondents mentioned it.

Hungary and UK differ in the number of organisations for which each volunteer works. Of UK respondents, 82% volunteer elsewhere and half do so frequently; 18% volunteer for only

¹²⁶ Community Archaeology Association volunteer in response to open question on the questionnaire.

one organisation. In Hungary 58% volunteer for one organisation, and 14% volunteer elsewhere frequently, see Figure 6.

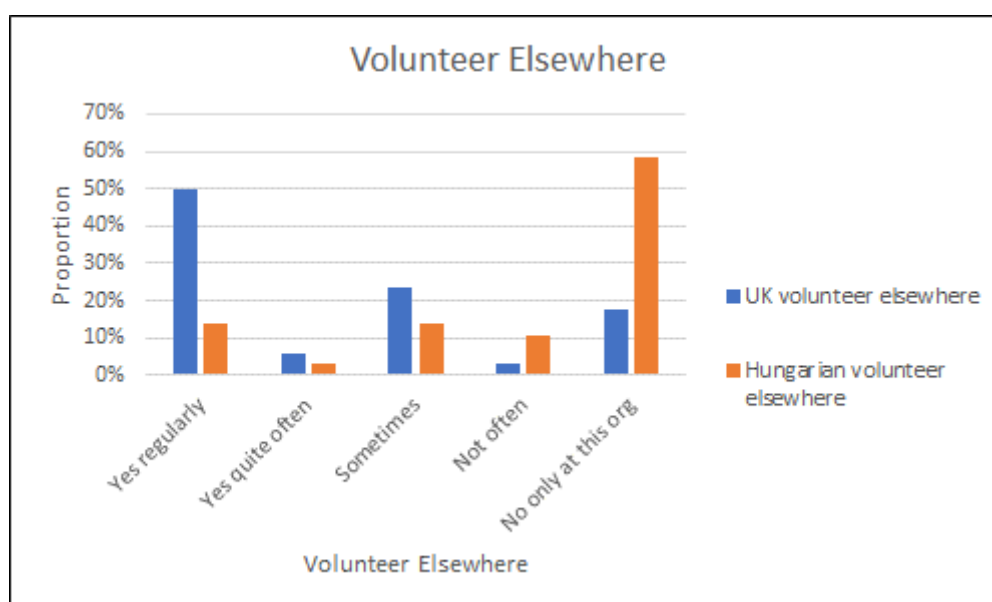


Figure 6. Percentage of people that volunteer for more than one organisation

3.4 Motivation to Volunteer

There are many factors that motivate people to volunteer for cultural heritage organisations. As there is no financial relationship between the organisation and the volunteer, other motivators are key in recruiting and retaining volunteers. Both Hungarian and UK respondents quoted similar motivators, listed below. The common thread is a real interest in the heritage activity and a desire for serious leisure.¹²⁷ The sense of belonging to a respected organisation and community engagement were raised more frequently by UK than Hungarian respondents. Getting away from work pressure was only reported by Hungarian respondents. UK respondents reported no de-motivating factors.

In the questionnaire responses and conversation with volunteers, the most frequently cited motivators were

¹²⁷ Stebbins, "Volunteering: A Serious Leisure Perspective."

- The organisation, location and task;
- Social contacts;
- Community engagement;
- Gaining and using experience.

The organisation, location and task were cited in 75% of Hungarian and 60% of UK volunteer questionnaire responses and frequently echoed in open questions. For example, Seaton Tramways volunteer wrote “It's something I've wanted to do all my life,”¹²⁸ Szentendre Skansen wrote “I love the Skansen, I am interested in folk tradition,”¹²⁹ and Budapest100 wrote “I can deal with a matter or topic that makes me happy, enjoy and upload, so much that it doesn't matter that it is 'just' voluntary work.”¹³⁰ Conversations with volunteers at the Hungarian National Gallery and Museum of Trade and Tourism showed their respect for the organisation reflected back into enhanced self-respect. This links to Maslow’s hierarchy of motivation ‘Esteem Needs’,¹³¹ and Son and Wilson (2012) when they note that social identity is enhanced in association with a respected organisation or activity (see above, Benefits to the Volunteer).¹³² The motivational nature of the organisation and task also relates to the continuum of occasional visitor, frequent visitor and volunteer, see Figure 5, Chapter 2.

Social contact was frequently mentioned by volunteers as a motivator, both brief informal contacts, such as museum information desks, and longer-term contacts with co-volunteers and staff. One Hungarian National Gallery volunteer wrote “I like to deal with people, help them by providing information, solving any city or museum visit problems.”¹³³ Some respondents related the importance of social contacts to personal circumstances, being widowed or moving

¹²⁸ Seaton Tramway volunteer driver’s responses to open questions in the Volunteer Questionnaire.

¹²⁹ Szentendre Skansen volunteer response to an open question in the Volunteer Questionnaire.

¹³⁰ Budapest 100 volunteer response to an open question in the Volunteer Questionnaire.

¹³¹ Maslow, “Hierarchy of Needs, A Theory of Human Motivation.”

¹³² Son and Wilson, “Volunteer Work and Hedonic, Eudemonic, and Social Well-Being,” 661.

¹³³ Hungarian National Gallery volunteer’s responses to an open question in the Volunteer Questionnaire.

to a new town, and life stage such as retirement, for example, Szentendre Skansen wrote “along with my retirement, I changed my place of residence. I was looking for an activity that I could spend a lot of my free time on, where I could get new friends.”¹³⁴ These comments are echoed by a Museum of Childhood volunteer who wrote “I like being part of a team. I like the museum itself and being part of the organisation. And I like to have some structure in my life of retirement”¹³⁵ and by a tram driver at Seaton Tramways “I also enjoy the opportunity of talking to customers. Above all I enjoy the camaraderie between the other staff and volunteers.”¹³⁶ These comments indicate the volunteers are engaged in serious leisure and will put effort and commitment into activities expecting to gain quality social interaction.¹³⁷ The comments also relate to Maslow’s psychological needs of love and friendship.¹³⁸

Linking the above motivators is the sense of ‘belonging’ to a group of like-minded people and of contributing to a community. This was mentioned by most respondents at Priddy Folk Festival, “It’s being part of a community,” “To be part of the event even in a small way; to meet other like-minded folk.”¹³⁹ A Clitheroe Civic Society volunteer wrote “It fulfils my sense of communal responsibility,”¹⁴⁰ and one at the Museum of Childhood wrote “Meeting new people; being part of a team; learning new skills; networking,”¹⁴¹ Hungarian volunteers made similar statements although less often, a Szentendre Skansen volunteer wrote, “Being a good team member is good,” from the Museum of Trade and Tourism “I can be useful in an organization.”¹⁴² These comments imply the volunteers are motivated by feeling productive,

¹³⁴ Szentendre Skansen volunteer response to an open question in the Volunteer Questionnaire.

¹³⁵ Museum of Childhood volunteer response to an open question in the Volunteer Questionnaire.

¹³⁶ Seaton Tramway volunteer driver responses to open questions in the Volunteer Questionnaire.

¹³⁷ Stebbins, “Volunteering: A Serious Leisure Perspective,” 214–215.

¹³⁸ Maslow, “Hierarchy of Needs, A Theory of Human Motivation.”

¹³⁹ Priddy Folk Festival volunteer response to an open question in the Volunteer Questionnaire.

¹⁴⁰ Clitheroe Civic Society volunteer response to an open question in the Volunteer Questionnaire.

¹⁴¹ Museum of Childhood volunteer response to an open question in the Volunteer Questionnaire.

¹⁴² Szentendre Skansen and Museum of Trade and Tourism volunteers’ response to an open question in the Volunteer Questionnaire.

and being a useful and valued part of a community.¹⁴³ The feeling of community relates to the organisational culture and indicates the volunteer is comfortable in that culture, see Figure 7.

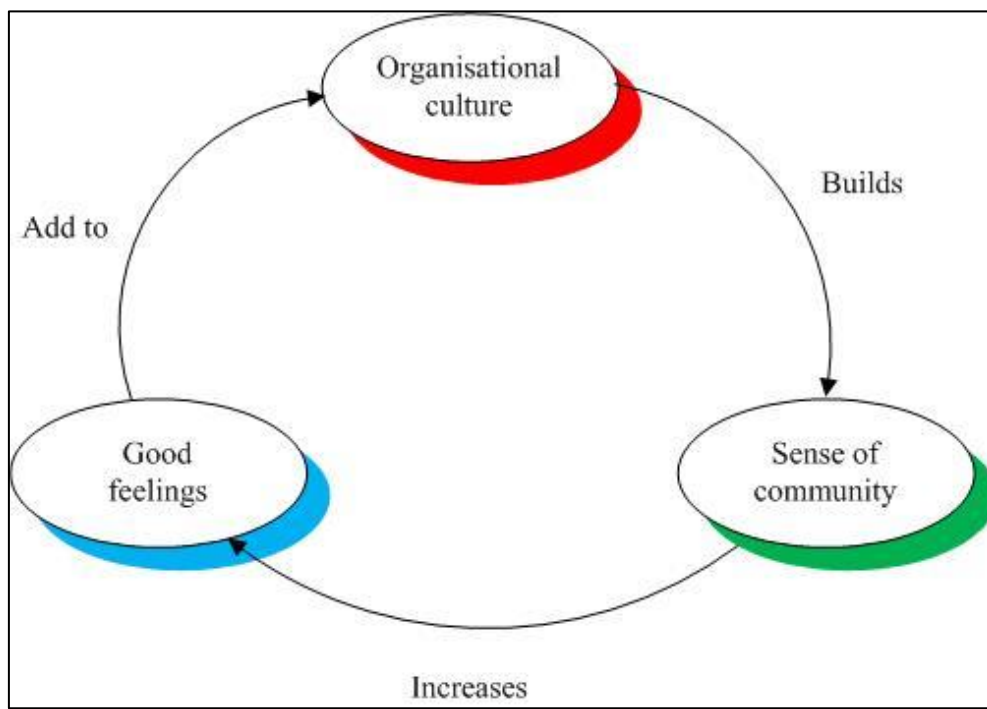


Figure 7. Relationship between Organisational Culture, Sense of Community and Good Feelings

Finally, 28% of volunteer respondents mentioned gaining and using skills and experience as enjoyable aspects of volunteering which indicates serious leisure. Learning was mentioned by Son and Wilson (2012) as supporting a person's sense of identity and enhancing good mental health.¹⁴⁴ The enjoyment of learning effected all ages, including older people, for example, Museum Trade and Tourism, female 45–65, wrote "Super experience, new knowledge, opportunity for development," and the Hungarian National Museum, female over 65 wrote "Continuous learning." Some respondents viewed volunteering as implicit internships, for example, Glamorgan Archive, male, 22–45, wrote "Thought it would gain me good experience alongside my MA in archives administration and for job opportunities." In interview, an architectural student and volunteer for Budapest100 commented that University taught

¹⁴³ Son and Wilson, "Volunteer Work and Hedonic, Eudemonic, and Social Well-Being," 660.

¹⁴⁴ Ibid.

techniques and aesthetics of building while Budapest100 “put people into the buildings” which she found essential to become an architect. An Ari Kupsus Szalon Concert pianist considered voluntary performances with music students as part of their education; they experienced planning a concert and performing in a small environment, see Figure 8.



Figure 8. Student cellist (16 years old) playing at Ari Kupsus Szalon Concert, May 16, 2019 (Photo: K. Culver)

By contrast, using skills related only to older respondents, Museum of Trade & Tourism female, over 65, wrote “It is a pleasure for me to pass on knowledge to the visitors,” Clitheroe Civic Society volunteer male, over 65, wrote “It fulfils my sense of communal responsibility and enables me to use such skills and experiences as I gained during my working life for the benefit of the community.”

Son and Wilson (2012) found volunteering increased a person’s feeling of control over their life as they choose a task without being forced for financial reasons.¹⁴⁵ This factor should be important in Hungary where job-strain seems high (see below) and is implied by mid-aged,

¹⁴⁵ Son and Wilson, “Volunteer Work and Hedonic, Eudemonic, and Social Well-Being,” 660.

employed respondents who volunteer on occasional weekends; for example, a volunteer for Community Archaeology Association wrote “it takes me away from my job, it helps me not to burn out,” and Budapest100 volunteer wrote “To do some kind of work in a completely different way than for money.” In interview, a Hungarian National Archive volunteer said she valued the peace and escape from her busy, noisy daily routine.

Balanced against the motivators are several de-motivators that were only reported in Hungary. There is anecdotal evidence that some Hungarian people consider it unacceptable to work without pay; for example, a Museum of Trade and Tourism volunteer does not tell her husband that she volunteers as he would be angry that she works without salary. A student volunteer at the Hungarian National Archive said her co-students mocked her for volunteering. These points negatively impact the volunteer, while in UK volunteering has social approval, reinforced by government policy, see Chapter 1, UK Government Policy on Volunteering, which is intrinsically rewarding.¹⁴⁶

It was commented by several interlocutors that Hungarian people feel too poor, lacking time and too tired to volunteer.¹⁴⁷ The OECD’s ‘Better Life Index’ shows, compared to OECD average, Hungarians have

- lower and less equal income;
- low levels of civic engagement (measured by elector turn-out);
- low levels of community engagement (measured by expectation of support in crisis);
- low levels of ‘life satisfaction.’¹⁴⁸

¹⁴⁶ Son and Wilson, “Volunteer Work and Hedonic, Eudemonic, and Social Well-Being,” 662.

¹⁴⁷ Interviews with staff at museums in Budapest.

¹⁴⁸ “Better Life Initiative,” OECD, accessed May 3, 2019, <http://www.oecd.org/statistics/Better-Life-Initiative-country-note-Hungary.pdf>.

Conversely, the ‘Better Life Index’ shows Hungarians have a better than average work:life balance with only 3% of people reportedly working over 50 hours per week, compared to 13% in UK working these hours, which is OECD average.¹⁴⁹ Retirement age in Hungary is currently 3.5 years earlier than UK, although retirement age in both countries is rising. Hungarian unemployment is average for OECD and slightly lower than in UK.¹⁵⁰ In addition, the “Quality of Life Comparison Between Budapest and London” by Numbeo, a crowdsourcing information website, shows Budapest has a better overall quality of life.¹⁵¹ However, OECD reports that Hungarians have high levels of job strain; this measures the demands of a task compared to the allocated resources and personal control given to achieve the task.¹⁵² High job strain has a negative impact on physical and mental health and employer profitability.¹⁵³ This analysis indicates that Hungarians may have time, but might lack the energy and emotional capacity to volunteer.

3.5 Coordinators’ Perspective on Volunteer Motivation

Volunteer Coordinators’ personal motivation relates to the organisation, the task and to the social contacts of the position. They are also motivated by a sense of responsibility to the organisation and community, implying pride in their role.

In interviews, Volunteer Coordinators were asked to identify their volunteers’ motivation to understand their awareness of this key issue, see Appendix 2 for the interview questions. The

¹⁴⁹ OECD “Better Life Initiative” does not give the source of data for work:life balance, so the veracity cannot be guaranteed.

¹⁵⁰ UK Government, press release, March 19, 2019, accessed May 27, 2019, <https://www.gov.uk/government/news/uk-sees-record-employment-as-unemployment-falls-below-4-per-cent>. Hungarian Central Statistical Office, press release, April 29, 2019, accessed May 10, 2019, <http://www.ksh.hu/docs/eng/xftp/gyor/fog/efog1903.html>.

¹⁵¹ “Quality of Life Comparison between Budapest and London,” Numbeo, accessed May 19, 2019, https://www.numbeo.com/quality-of-life/compare_cities.jsp?country1=Hungary&city1=Budapest&country2=United+Kingdom&city2=London.

¹⁵² “Job Strain Measure,” OECD, accessed December 15, 2018, <https://stats.oecd.org/index.aspx?queryid=82335>.

¹⁵³ “Job Strain,” Josh Fredman, Blog, accessed April 25, 2019, <http://work.chron.com/job-strain-4952.html>.

identified motivators were then compared with statements that would imply deliberate promotion of the motivators. Most Coordinators identified the task, organisation, social contacts, sense of achievement and learning as motivators, reflecting their volunteers' opinions. In different ways, most organisations promoted some or all these motivators. In interviews the UK Coordinators seemed more consciously aware of the motivators and some organisations had more resources to promote them. Some Hungarian and UK Coordinators quoted motivators that were not mentioned by their volunteers implying they were promoting motivators with limited impact.

All Coordinators mentioned the organisation and task as a motivator for their volunteers, for example, the co-founder of the Friends of Szádvár Castle said being involved with a real castle was “for many people like a dream,”¹⁵⁴ Fortepan's founder suggested his volunteers were proud to be linked to a known and respected organisation, and excited to discover ‘new’ photographs.¹⁵⁵ Most museums and galleries promoted this motivator by offering volunteers previews and training of new exhibitions, some offered discounted tickets to volunteers and guests. Two museums offered their visitor-facing volunteers a uniform or name badge and noted these were worn with pride. Fortepan's main volunteers are titled ‘editors’ and named on the website which highlights their association. The Glamorgan Archive reports volunteers' activities to their Board of Trustees, these reports are circulated to the volunteers reminding them their activities are valued.¹⁵⁶

Most Volunteer Coordinators understood social contacts motivate volunteers. For visitor-facing volunteers this motivator is part of the task itself. Some organisations took specific actions to increase social contact of volunteers in isolated roles. Fortepan's editors have a

¹⁵⁴ Interview with co-founder of the Friends of Szádvár Castle, February 11, 2019.

¹⁵⁵ Interview with founder of Fortepan, January 14, 2019.

¹⁵⁶ Interview with Chief Archivist of Glamorgan Archive, November 28, 2018.

regular monthly meeting to exchange ideas and maintain social contact. The Community Archaeology Association's archaeologist mentioned the social side only in passing, yet a day's field walking ends with communal supper which builds social contacts and the sense of belonging to the group, see Annex 1.¹⁵⁷ The Glamorgan Archive deliberately arranges their conservation-cleaners to work at the same time for social interaction.¹⁵⁸ However, the Volunteer Coordinator at Budapest100 noted their research volunteers were more introverted and chose isolated roles and should not be forced into unwanted social contacts.¹⁵⁹

The Museum of Childhood promoted their volunteers' sense of achievement through, for example, circulating good press coverage and visitor numbers for an exhibition and reminding volunteers and staff of their involvement with the exhibition.¹⁶⁰ The Community Archaeology Association built their volunteer's sense of achievement through an organisational policy which rewards long-time field walkers with the right to use metal detectors, and with communal examination of quality finds.¹⁶¹

¹⁵⁷ Researcher's day field walking with the Community Archaeology Association, April 13, 2019.

¹⁵⁸ Interview with Chief Archivist of Glamorgan Archive, November 28, 2018.

¹⁵⁹ Interview with Volunteer Coordinator of Budapest100, February 27, 2019.

¹⁶⁰ Interview and email exchange with Museum of Childhood. January 22, 2019.

¹⁶¹ See Annex 1.



Figure 9. Community Archaeology Association, field walking and communal assessment of a possible find, April 13, 2019 (Photo: K. Culver)

Most Coordinators recognised learning as a motivator and that regular training promoted learning and social contact. None explicitly remarked that training enhanced the value of volunteers for the organisation although this was implied by the Community Archaeology Association and the Hungarian National Gallery. Learning was enhanced by organisations that placed student volunteers in a department related to their studies or planned future careers, benefiting the organisation by producing experienced entry level staff.

The Chairman of Priddy Folk Festival noted that belonging was a strong motivator for their volunteers, and the Festival has started a regular newsletter to maintain contact. This builds their belonging and increases the speed and ease of recruiting volunteers for the next festival. The newsletter itself is produced and circulated by volunteers.¹⁶²

North of England Civic Trust believe their volunteers are motivated by a sense of local identity and suggest their plans to collect local oral histories would enhance this motivator.¹⁶³ The

¹⁶² Interview with the Chairman of Priddy Folk Festival, January 30, 2019.

¹⁶³ Interview with a North of England Civic Trust Volunteer Coordinator, December 5, 2018.

Museum of Childhood Coordinator said several volunteers had gained confidence from the feedback given by staff and visitors, this included newly retired people who had lost their self-identity when leaving work. While this would not motivate people to start heritage volunteering, it helps retain them.

However, while most Coordinators understood the motivator of feeling useful, although none consciously promoted it. A founder of the Ari Kupsus Szalon Concert Society believed their volunteers were motivated by altruism, although no volunteer mentioned it. Most Volunteer Coordinators noted the extrinsic rewards offered, for example, Priddy Folk Festival gives free entrance to volunteers, Hungarian National Gallery gives discounts in the museum shop. These benefits rarely reported by volunteers, as if they are simply Hertzberg's 'hygiene factors.'¹⁶⁴

Several potentially motivational actions were not identified by the researched organisations. For example, a Volunteers' Room where volunteers can meet and socialise at any time (UK Royal Academy); publicly presenting volunteers names and possibly photographs on a 'Wall of Fame' at the location offering recognition and sense of achievement for time donated (aquarium in Queensland, Australia); a published article about a volunteer or a challenging or unusual voluntary action which offers a sense of achievement, and promotes volunteer recruitment (UK National Trust magazine).

During interviews, the UK Coordinators seemed more confident and comfortable in discussing volunteer motivation, offering slightly wider and deeper comments. When asked about volunteer motivation, the Coordinator for Budapest100 said, "hmmm difficult, haven't thought about it." This may reflect the stronger infrastructure support to UK voluntary sector, including training and networking.

¹⁶⁴ Hertzberg, *Work and the Nature of Man*.

3.6 Volunteer Tasks

Through questionnaires and interviews volunteers and Coordinators were asked about volunteers' tasks as this indicates their level of skill, integration and influence. Volunteers that are highly skilled, integrated and with influence in an organisation, are likely to increase the openness of the organisation and its interaction with and relevance to the community.¹⁶⁵ In Hungarian and UK state organisations most volunteers are in visitor-facing roles such as guides and pedagogical teams. These roles are valuable and can significantly increase interaction between visitors and the organisation's public face, promoting a dialogue around ideas and values.¹⁶⁶ UK institutions reported a wider range of non-visitor-facing roles including some operational tasks indicating greater volunteer integration and influence. In interviews with state organisations comments indicate there are greater structural and psychological barriers to integrating volunteers in Hungary than in UK. Non-state organisations in both countries had broader range of volunteer roles as most tasks are done by volunteers; specific tasks were dependent on the operational focus of the organisation.

The Hungarian National Gallery has among the largest volunteer programmes in Hungary. It was among the first state organisations to have an effective volunteer programme and is widely recognised as a leading example of quality structured volunteering. Nearly all their volunteers work on the visitor Information Desk with a few in administrative roles. The volunteers are happy and clearly enjoy their work and the Volunteer Coordinators are justifiably proud of the number and quality of their volunteers.¹⁶⁷ However, one Coordinator opined that some curators and conservators were unaware of the volunteer programme or the potential value it offered.

¹⁶⁵ Nina Simon, *Participatory Museum* (Santa Cruz: Museum 2.0, 2010), Part 2, accessed May 15, 2019, <http://www.participatorymuseum.org/read/>.

¹⁶⁶ Nina Simon, *Participatory Museum*, chap.3.

¹⁶⁷ Research visits to the Hungarian National Gallery and Hungarian Museum of Fine Arts. December 11, 2018, and January 17, 2019.

This implies that volunteers have limited integration into the Gallery structure or culture and will continue to stand apart from the professional gallery staff.¹⁶⁸

In contrast, the Volunteer Coordinators of the Museum of Childhood and the Museum of Trade and Tourism noted their visitor-facing volunteers were valued by the museologists for giving visitor feedback. This creates a virtuous cycle of confidence and respect which increases the value of the volunteers. In both museums, some volunteers work in more operational roles such as digitising collections and research, although in the Museum of Childhood only students of museum studies were reported to be handling the collection. The Glamorgan Archive has a volunteer team doing conservation cleaning of documents, and North of England Civic Trust volunteers do regular repair and maintenance of their industrial heritage buildings and artefacts. Community Archaeology Association record and clean the artefacts they find, but specialist skills are required to conserve and catalogue them. In comparison, UK National Trust volunteers, with training and supervision, undertake a range of conservation work. This is driven by operational need, limited funds, and volunteer expectations of serious leisure. To support this the National Trust train their staff in volunteer supervision.¹⁶⁹

A Volunteer Coordinator at North of England Civic Trust said she loved sharing her knowledge and encouraging volunteers and visitors to learn about their built heritage. In contrast an archivist at the Hungarian National Archive considered that training volunteers took more time than was worth and complained about visitors who “asked stupid questions.”¹⁷⁰

Some all-volunteer organisations that run activities requiring significant management input, for example, Priddy Folk Festival, have a relatively large management team so that no one person is overloaded with work. The Chairman of Priddy Folk Festival commented it was a

¹⁶⁸ See Chapter 2, Theoretical Background to Management of Volunteers. See also Figure 14, Chapter 4.

¹⁶⁹ Lithgow and Timbrell, “How better volunteering can improve conservation,” 7.

¹⁷⁰ Interview with archivists at the Hungarian National Archive, April 18, 2019.

fine balance between a management team of too many people which becomes unwieldy and spreading out tasks to ensure no one volunteer was overloaded and likely to ‘burn-out’.

3.7 Volunteer’s Perception of Management

The volunteers’ perception of the formality and quality of the management systems relating to volunteers’ activity was assessed through questionnaires. Although management systems are not motivational factors, they can demotivate and so are important for volunteer recruitment and retention.¹⁷¹

A formalized management system is one in which management processes have been defined, documented, and deliberately managed.¹⁷² Formality of a management system is function of the external bureaucratic and regulatory procedures with respect to volunteers, and the size and internal complexity of the organisation.

The volunteer recruitment process was used as a proxy indicator for their perceived formality of the volunteer management systems. Volunteer respondents’ general perception was formal with few volunteers ‘just turning up’, although the process is slightly more formal in UK, see Figure 10.

¹⁷¹ F Hertzberg, *Work and the Nature of Man*.

¹⁷² “What Makes a Management System Formal,” Wilson Perumal & Company, Management Consultants, Blog, accessed April 19, 2019, <http://www.wilsonperumal.com/blog/what-makes-a-management-system-formal>.

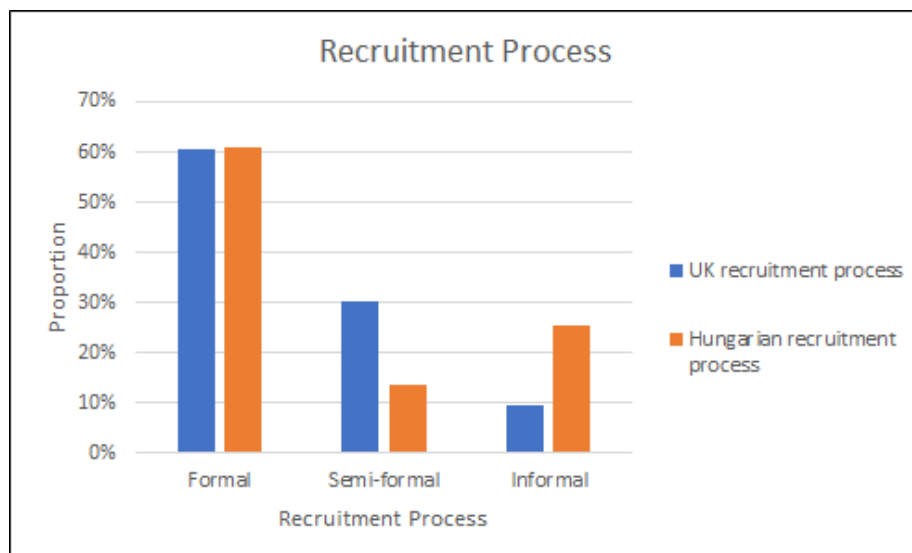


Figure 10. Perceived formality of the volunteer recruitment process

Most volunteers required training (75% Hungarian respondents, 77% UK respondents) and most received training (91% Hungarian, 96% UK). One respondent from Priddy Folk Festival wrote in addition to on-site briefing, all volunteers received briefing packs in advance which increased the volunteers' preparedness and reduced on-site briefing time. Training and briefing imply a high level of commitment from both parties and will raise the formality of relationship.¹⁷³ The volunteer's commitment to read the briefing pack implies serious leisure.

Volunteers' perception of the quality of management systems were assessed by the following proxy indicators:

- Explanation of duties;
- Workload;
- Good use of volunteers' skills;
- Explanation of volunteering terms and conditions.

¹⁷³ Other indicators of formalised management systems include volunteer contracts, written task descriptions, regular volunteer newsletters or information bulletin. In the author's experience only small organisations with few and non-complex tasks manage to avoid all manifestations of formalised management systems.

A significant majority of respondents were satisfied with the management system, although the Hungarian respondents were slightly more satisfied, see Figure 11.

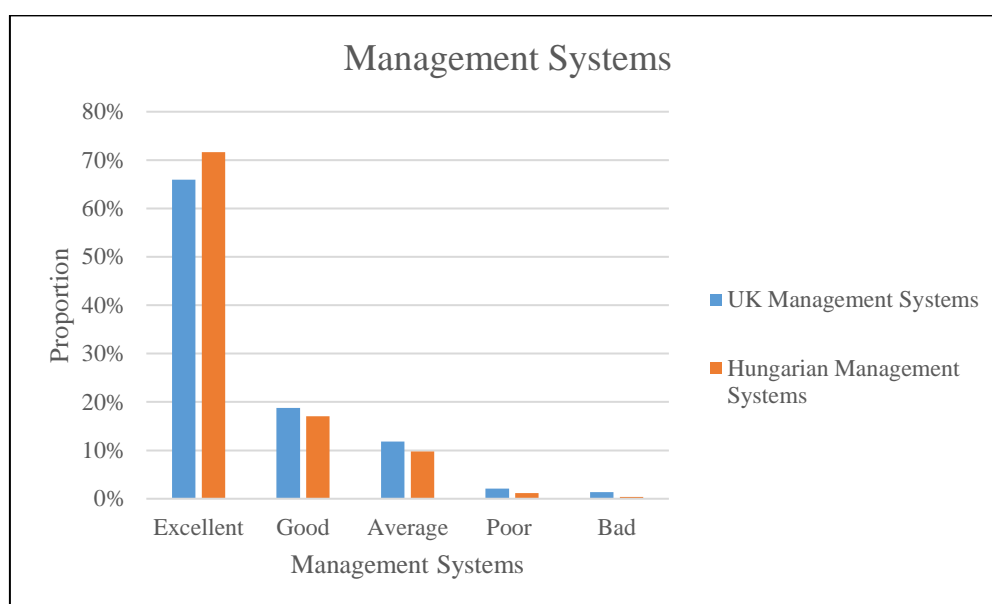


Figure 11. Volunteers' Perception of Management Systems. This is an amalgamation of questions relating to Explanation of Duties, Workload, Use of Volunteers' Skills and Explanation of Terms and Conditions.

In contrast, an open question about difficulties faced when volunteering prompted several responses that indicate weak management systems. The most common difficulty was the lack of resources available to volunteers to enable them to do their tasks, for example, a museum information desk without visitor information leaflets, lack of staff contact list, lack of volunteer training about new exhibits. Most of these reported difficulties relate to one institution in Hungary which was average on other systems indicators.¹⁷⁴

3.7.1 Volunteer Perception of People Management

Volunteers in UK were more positive about their host organisations' people management than Hungarian volunteers. This could relate to longer national experience of volunteer

¹⁷⁴ I visited this institution several times in autumn 2018. On one visit, as the Information Point was not staffed, I asked the Cash Desk staff if the Volunteer Coordinator was available, the response was "I don't know, I'm only the person on the cash desk". The words, intonation and body language implied a significant lack of engagement with the institution, which implies weak management systems.

management, or training and networking available to UK Volunteer Coordinators that are not available to Hungarian.

Nearly all volunteers had a supervisor (98% Hungarian and 94% UK responses). Eighty percent of Volunteer Coordinators had a supervisor, the remainder were in micro-organisations of which they were the leader. The quality of supervision was measured by the respondents through the following proxy indicators:

- Interpersonal relationship;
- Quantity of communication;
- Clarity of communication.

While all volunteer respondents were positive, UK volunteers were slightly more positive towards their supervisors, see Figure 12. Responses to open questions indicated that several volunteers wanted more or clearer communications, but many also valued the knowledge passed on by their Coordinators.

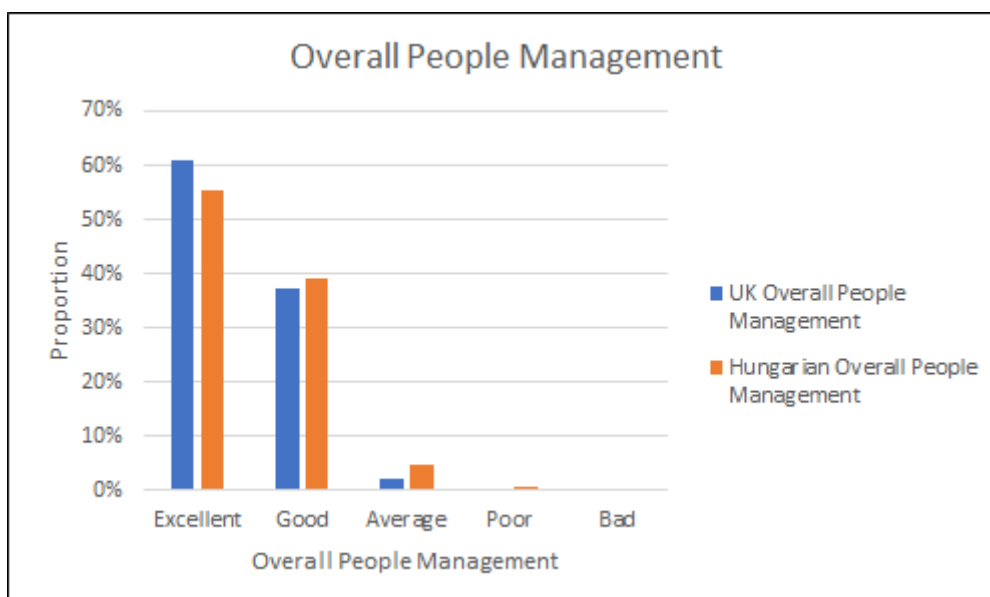


Figure 12. Volunteers' Perception of Overall People Management. This is an amalgamation of questions relating to Interpersonal Relationship, Quantity of Communication, and Clarity of Communication.

3.7.2 Volunteer Perception of Overall Management

The impact on volunteers of the management system and people management was measured by proxy indicators of intention to continue volunteering and willingness to recommend a friend to volunteer.¹⁷⁵ These indicators measure the overall volunteering experience and will be influenced by issues unrelated to management such as personal circumstances, co-volunteers and the tasks allocated.¹⁷⁶ However, volunteers are not influenced by salary (being unpaid), and are unlikely to tolerate unsuitable working hours or location as they are free to choose where, when and whether to work. To date, no better indicator has been identified.

Management systems scored slightly better with Hungarian volunteers and people management scored better with UK volunteers. While all volunteers in both countries said they would or definitely would continue, UK volunteers were slightly more positive, see Figure 13.

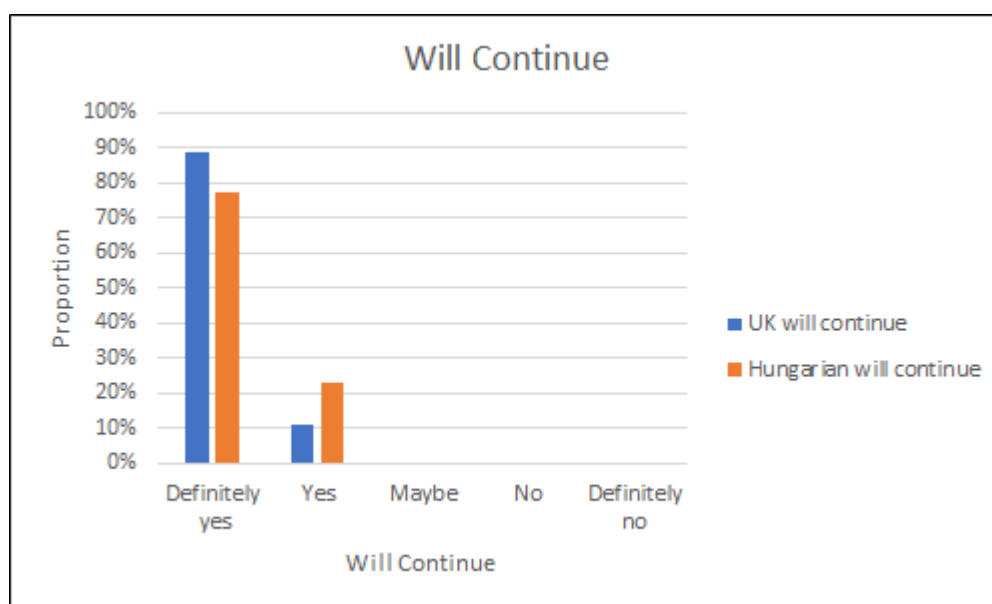


Figure 13. Percentage of volunteers who will continue to volunteer

UK volunteers were also more likely to recommend a friend, see Figure 14.

¹⁷⁵ Lithgow and Timbrell, "How Better Volunteering can Improve Conservation," 7.

¹⁷⁶ Nina Simon, *The Art of Relevance* (California: Museum 2.0, 2016), 168–170.

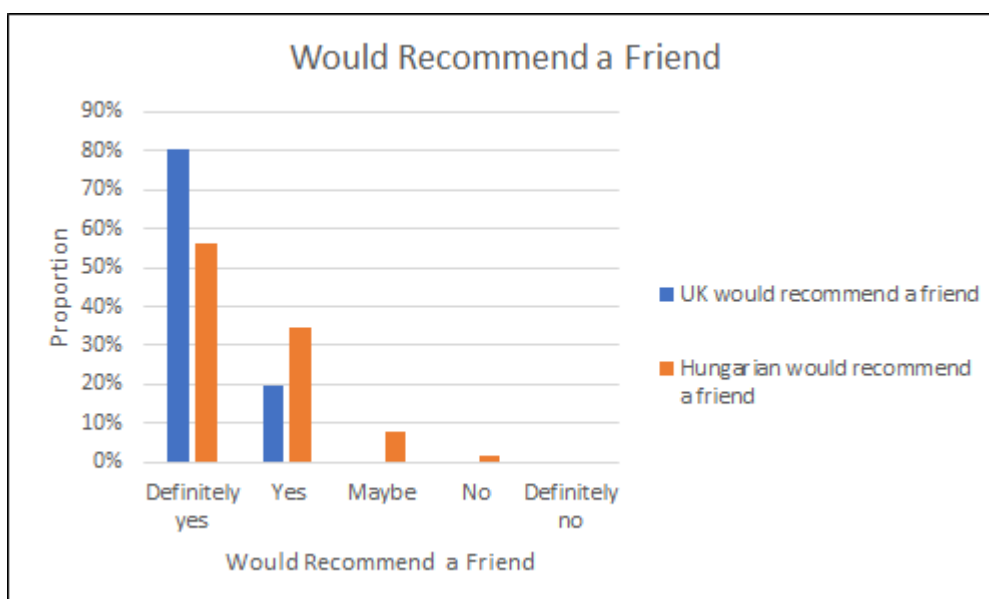


Figure 14. The percentage of volunteers who would recommend a friend to volunteer

Although the UK culture promotes volunteering more than Hungarian, these results imply the quality of people management is more important in volunteer retention than management systems. However, volunteers at one Hungarian institution who reported difficulties related to weak management systems also rated people management relatively low. Volunteers at this institution were noticeably less likely to continue or recommend a friend. This would indicate that, although management systems demotivate and people management motivates, both management systems and people management must be good to effectively recruit and retain volunteers.¹⁷⁷

3.8 Hungarian School Student Community Service

In 2011 the Hungarian Government made fifty hours of Community Service mandatory for all school students prior to graduation.¹⁷⁸ This Community Service is often called ‘volunteering’

¹⁷⁷ F. Hertzberg, *Work and the Nature of Man*.

¹⁷⁸ Government of the Republic of Hungary, “Act CXC of 2011 on National Public Education” of Hungary, 4, System of State Examination, Section 6, (4).

and is included here, and dealt with separately, because its poor reputation negatively impacts voluntary volunteering.

The Matrica Museum in Százhalombatta included fifteen Community Service students in their group of researched volunteers. Only five of the respondents named the Matrica Museum Archaeological Site as their Community Service host organisation; others named various organisations from a local dog shelter to the Budapest Public Transport service. Half claimed to have worked under six hours and over 60% had worked less than one month. From this it is assumed they split the mandatory hours between several organisations.

Compared to the average Hungarian voluntary activity, Community Service has more informal recruitment with 45% saying they just turned up or came with a friend (categorised as ‘informal’). The students were noticeably less satisfied with the management systems and people management. The majority (94%) claim they did not need training and nearly half (47%) claim they did not get any. This may indicate their given tasks were routine and low skilled, for example, cleaning a playground, or that their host organisation was unwilling to invest in training for fifty hours of Community Service. This was the only group surveyed where some respondents would not continue or recommend a friend, see Figure 15. Only 56% of students enjoyed ‘volunteering’ compared to 100% of voluntary volunteers.

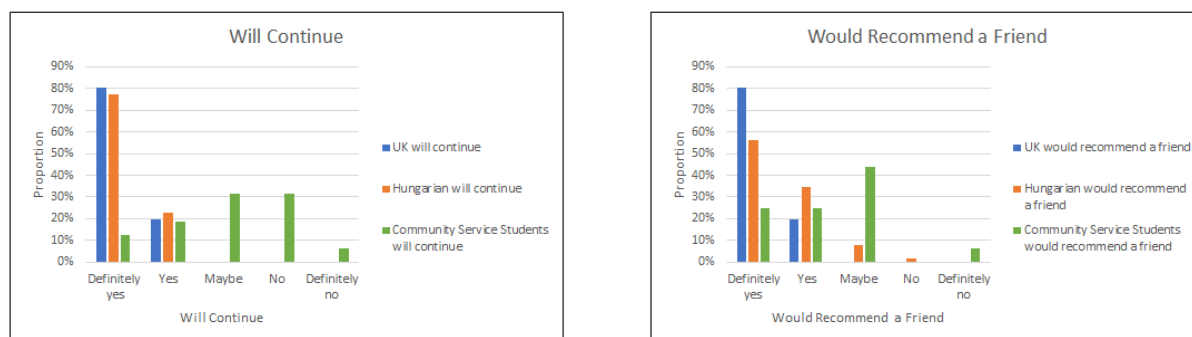


Figure 15. Percentage of Community Service Students who will continue or recommend a friend to volunteer

In contrast, the Matrica Museum Young Volunteers' Coordinator was very positive about Community Service Students. The Coordinator claimed the students were easy to manage when given interesting tasks, some did far more than the mandatory fifty hours, and several returned each summer.¹⁷⁹ This was echoed by the Volunteer Coordinator for Szentendre Skansen who noted the students needed a clear, specific and interesting task. Some students returned to the Skansen as voluntary volunteers. Aquincum also discussed Community Service programme, commenting that some students were positive and helpful. However, they said the majority were difficult and had no interest in the organisation or task, some refusing all allocated tasks and expecting to be looked after constantly.¹⁸⁰

Based on this, it would seem the Community Service programme can be effective but needs to be well planned and supervised. A national policy that encourages volunteering is extremely helpful, but given the negative comments from the students, only when volunteering is truly voluntary can it be effective for all concerned.

3.9 Summary

The demographic profile of volunteers in UK and Hungary are generally similar. The motivation to volunteer varies, although core motivators are always the organisation and task, and the desire for serious leisure.¹⁸¹ Nearly all Volunteer Coordinators are conscious of the motivators and seek to enhance all or some of them.¹⁸² The UK Coordinators were generally more confident and articulate in discussing volunteer motivation. The volunteers' perception of the organisations' management was generally positive although several problems were identified generally with logistical systems.

¹⁷⁹ Interview with Matrica Museum Young Volunteer Coordinator, December 13, 2018.

¹⁸⁰ Interview with staff member at Aquincum, October 30, 2018.

¹⁸¹ Stebbins, "Volunteering: A Serious Leisure Perspective."

¹⁸² See Annex 1 for Case Study of Community Archaeology Association's enhancement of serious leisure motivators.

In state or quasi-state organisations, most of the volunteers' tasks were visitor-facing. This increases visitor interaction and potential participation with the organisation, but can separate the volunteers from the organisation. In UK and in all non-state organisations volunteers had a wider range of tasks which implies greater integration of volunteers into the organisation.

The Hungarian school students doing mandatory Community Service reported the least formal recruitment, the greatest dissatisfaction with management, and were the least happy of all respondents.

Chapter 4. Volunteering from an Organisational Perspective

This chapter reviews the benefits of volunteering for host organisations and management issues that impact volunteer recruitment and retention. Based on the case studies, the chapter considers management actions with respect to volunteers, and compares them to the relative success of the volunteer programme.

4.1 Benefits of Volunteering for Host Organisation

Volunteers benefit hosting organisations in different ways. At the most basic level, they are additional staff that require no salary although not cost-free. They are generally enthusiastic as they chose to work. They have the freedom to offer implicit criticism of the organisation, perhaps only by leaving, as they are financially independent from the organisation. Volunteers may be highly skilled professionals with diverse backgrounds, who bring new ideas and experiences to the organisation. As such, volunteers can be agents of incremental or disruptive change offering insights from different perspectives and creativity from different backgrounds.¹⁸³ For example, volunteers at the Museum of Trade and Tourism are incrementally changing the way museologists relate to the visiting public; volunteers for Fortepan have disruptively changed the way historical images of Hungary are accessed.

Volunteers can be an organisations' ambassadors into their local community, offering outreach and communication with that community. As some heritage is considered elitist, links to local communities are important.¹⁸⁴ When volunteers are fully integrated into heritage organisations, they can raise community participation and shift the organisation's focus from a

¹⁸³ Raymond Caldwell, "Models of Change Agency: A Fourfold Classification," *British Journal of Management* 14, no. 2 (June 2003): 138.

¹⁸⁴ Monika Murzyn-Kupisz and Jarosław Działek, "Cultural Heritage in Building and Enhancing Social Capital."

closed ‘keeper-of-heritage’ to one that shares and promotes heritage with the community. Ideally, volunteers are a key part of an organisation’s social capital. Volunteering can change how heritage is interpreted and owned, for example, the ‘Adopt-a-Monument’ programmes in Scotland,¹⁸⁵ Finland¹⁸⁶ and Ireland.¹⁸⁷ Volunteers can enable communities to interact with their heritage in ways that were not possible before, for example, Budapest100 celebrates built heritage and micro level communities, see Figure 16. Volunteers can collect and preserve oral histories, for example, North of England Civic Trust are recording the memories of local people related to their industrial built heritage. Volunteers can increase popular access to image and documentary heritage through digitising, transcribing and tagging documents and images, and posting them on the web, for example, Fortepan in Hungary.



Figure 16. Budapest100 volunteer guides explaining the history of a building to visitors, May 5, 2019.

(Photo: K Culver)

¹⁸⁵ “Adopt a Monument Programme,” Archaeology Scotland, accessed November 2, 2018, <https://archaeologyscotland.org.uk/adopt-a-monument>.

¹⁸⁶ Miia Hinnerichsen, “Adopt-a-Monument Best Practices.”

¹⁸⁷ “Heritage Policies,” Government of Ireland, accessed November 3, 2018, <https://www.heritagecouncil.ie/projects/landscape>.

Conversely, host organisations may feel negative about volunteers because

- They may consider volunteers to be non-professional, an additional burden, and needing more supervision than the value of the tasks done.
- By challenging the ‘authorised heritage discourse’ volunteers potentially threaten the role of professional experts.¹⁸⁸
- Quality participation requires authority to be released from one side and accepted by the other side. This process and shifting of power allow decisions to be taken by communities rather than individuals.¹⁸⁹

The way organisations consider the relevance of volunteers impacts the ways they work with and manage their volunteers. This in turn impacts on the success of any volunteer programme.

4.2 Relevance of Organisational Mission

Without a mission an organisation may lack clarity and purpose, but the mission also needs to be relevant, well communicated, understood and followed.¹⁹⁰ The Mission must be actionable and focus on what the organisation aims to achieve. Strategies and action-plans should relate to the mission so that everyone linked to the organisation can see how they contribute to achieving the mission.¹⁹¹ Only nine of the twenty researched organisations had a stated or implied Mission on their website, see Appendix 1. Missions of the others are interpreted from conversations with the researcher. Comparison of these implicit missions with the

¹⁸⁸ Smith, *The Uses of Heritage*, 35–42.

¹⁸⁹ Margherita Sani, Bernadette Lynch, Jasper Visser and Alessandra Gariboldi, “Mapping of Practices in the EU Member States on Participatory Governance of Cultural Heritage to Support the OMC Working Group under the Same Name (Work Plan for Culture 2015–2018)” *EENC Short Analytical Report* (June 2015), Executive Summary, accessed May 27, 2019, <https://www.interarts.net/descargas/interarts2541.pdf>.

¹⁹⁰ Nina Simon, *The Art of Relevance*, 107–121.

¹⁹¹ Peter F. Drucker, *Managing the Non-Profit Organisation: Principles and Practices* (New York: Harper Collins Publishers, 1990), 4.

organisation's actions concludes that organisations do not always focus on their mission and can be driven by expediency.

The Budapest100 website states it is a “celebration of the people and buildings around us.....(and) emphasises the common values of the city's inhabitants and aims to bring people together.”¹⁹² While this focuses on activities it encompasses volunteers who help bring people together. A senior researcher noted that by promoting participation in the built environment, Budapest100 increases community trust through allowing access to buildings, strengthening neighbourliness and building volunteering (see Figure 16).

The Hungarian National Archive's function is to preserve and present Hungarian history through its documents. Their mission on the website includes openness and being active in the professional and public life of the nation. One of their four priorities is “Public relations and service development, creating an open, attractive and collaborative institutional image,” volunteering fits within this.¹⁹³ In interview, the Chief Archivist stated it was important that the general public understood the role of the National Archive, and for the National Archive to be relevant to the public. He noted that public relevance increased the influence of the National Archive with the government that controls and funds the Archive.¹⁹⁴ However, in interview with two archivists the only part of the mission they remembered was the legal function of the Archive. Some staff at the National Archive reported that internal communications were poor and inter-departmental rivalry was strong, and the Volunteer Coordinator suggested that some Archive staff did not understand the purpose or value of Public Relations.¹⁹⁵ It seems that internal divisions are reducing the impact of a participatory Mission and the leaders' ambition.

¹⁹² Budapest100, accessed May 3, 2019, <http://budapest100.hu/en/> [English version].

¹⁹³ “Mission Statement,” Hungarian National Archive, accessed May 18, 2019, <http://mnl.gov.hu/kuldetesnyilatkozat> [English version].

¹⁹⁴ Interview with the Chief Archivist of the Hungarian National Archive, 10 May 2019.

¹⁹⁵ Interview with Hungarian National Archive archival staff, January 21, 2019 and April 18, 2019, May 10, 2019.

Museum of Trade and Tourism's website states the museum preserves the past through "historical representation of the relationship between gastronomy, commerce and tourism, and culture".¹⁹⁶ The museum's Volunteer Coordinator described it as "The Museum of the Everyday".¹⁹⁷ The website highlights the museum's role in education and career orientation for the hospitality industry, but does not include building contacts with local or professional communities. Despite this the museum has developed a volunteer programme which builds community relationship and seems likely to develop further.

Aquincum's stated mission is to collect, preserve and present Roman Budapest. This does not include community participation or involvement. The local community has free entry to Aquincum but does not appear to participate or to be involved with the museum.¹⁹⁸

This analysis shows that despite expectations, an organisation's Mission Statement seems to have little impact on volunteering. To have an impact, a Mission Statement must promote community participation and openness, and must be communicated throughout the organisation and understood by all staff.

4.3 Organisational Motivation and Strategy to Volunteers

Senior managers and Volunteer Coordinators were asked about the organisations' motivation and strategy for establishing their volunteer programme. Most said tasks had been identified without the finances to pay staff. In state organisations these tasks were visitor-facing; for example, helping at public events, pedagogical support and visitor guides. In some organisations, these tasks had been expanded into a wide range of roles which integrated

¹⁹⁶ "Museum Story," Museum of Trade and Tourism, accessed May 16, 2019, <http://mkvm.hu/muzeum-tortenet/>. [English version].

¹⁹⁷ Interview with Museum Trade and Tourism Volunteer Coordinator, February 2019.

¹⁹⁸ In interview, the Aquincum Museum Director noted one local district government covered the entry fees for their residents to Aquincum, allowing the local population free entry at point-of-entry.

volunteers into the organisation. In contrast, all independent organisations were founded by volunteers, and many remain totally or mostly voluntary.

The Museum of Trade and Tourism's volunteer programme was created and is run by the Volunteer Coordinator who is the senior pedagogist. She needed pedagogical support in the museum, but also wanted to address negative attitudes towards volunteering and give people opportunities to be actively involved with heritage. Initially the museum's Deputy Director and museologists resisted and the programme started in non-museology roles such as guides and pedagogical support. As volunteers showed their value in these visitor-facing roles, the professional staff altered their views and slowly volunteers are being accepted in other roles within the museum. This has shifted the organisational motivation for volunteers and most museologists value them for their experience, knowledge and ideas. The Volunteer Coordinator continues to look for new voluntary activities, new volunteers to do these activities and greater connections into the local and hospitality community. The Director states that volunteers "are essential to the museum."¹⁹⁹

The Hungarian National Archive launched their volunteer programme in 2014 and have recently revised the volunteer strategy and programme. The programme is managed under the Department of Media and Public Relations which links the public with the documentary history of Hungary through social media. The Chief Archivist said the volunteer programme was started to support exhibitions and 'open-house' events which were to increase public awareness of the National Archive. The programme attracted some retired archivists but few other volunteers. The revised strategy aims to integrate volunteers into a wider range of Archival activity, strengthening community engagement with the Archive and the documentary history of Hungary. However, the Volunteer Coordinator said the volunteer strategy is good to have,

¹⁹⁹ Interview with the Director of Museum of Trade and Tourism, February 2019.

but easy to ignore. The Chief Archivist is highly supportive, making volunteer coordination staff and space available, and modest funding on application. Despite this, not all archival staff are positive about volunteers, considering the time invested is not worth the labour output gained, and that they disrupt annual work plans. One senior archivist remarked that if a task was urgent it could not wait for a volunteer to do it, and if a task was not urgent why bother doing it.²⁰⁰ The archivists felt the Archive had no infrastructure for community involvement, and were unsure who was the National Archive's community, apart from politicians. This analysis indicates the National Archive has the motivation and strategy to engage volunteers, but this has not been effectively communicated, acknowledged or understood by all staff, implying an isolationist and inward-looking organisational culture.

Aquincum reported no specific strategy or motivation to recruit volunteers. The volunteer programme is divided between the Public Relations department and the Director's office with no overall coordination. The Public Relations staff reported three types of volunteers; Community Service students, the Association of Friends of Aquincum, and local residents who clean the archaeological site twice a year. The metal detectorists who volunteer as needed were not mentioned despite important finds that confirm locations and dates of Roman buildings.²⁰¹ The residents who clean the site are Facebook friends of the Director who is active in the group, see Figure 17. The Director considered to change the negative attitudes to volunteering in Hungary would take twenty to thirty years, although she was pleased to see her group slowly increasing in numbers.²⁰² In general, Aquincum considers volunteers to "not take it seriously" and "only looking for fun and entertainment" with implications that this is a bad thing.²⁰³ This

²⁰⁰ Interview with archivists and the Hungarian National Archive, 18 April 2019.

²⁰¹ Gábor Lassányi, "Metal Detecting Surveys in the Aquincum Museum," *Hungarian Archaeology E-Journal*, (Winter 2018): 23–29, accessed April 30, 2019, http://files.archaeolingua.hu/2018T/Upload/Lassanyi_E184.pdf.

²⁰² Interview with the Director of Aquincum Museum and site maintenance volunteers, April 20, 2019.

²⁰³ Interviews with various staff at Aquincum, November 2018 – April 2019.

suggests the concept of serious leisure is unknown. Despite encouraging repeat visitors to Aquincum, the continuum between regular visitors and volunteers was not noticed. The organisational culture is professional, operational-focused and inward looking, and sees only negative issues in relation to volunteers. The organisational paradigm is that volunteering does not work in Hungary.



Figure 17. Aquincum volunteers who clean the site twice a year, April 2019.

(Photo: Dr Orsolya Láng, Director of the Museum of Aquincum and group member)

Budapest100 started in 2011 with the idea of celebrating the people and buildings of Budapest. After the first year, the founders realised it would be financially impossible unless it was run entirely by volunteers. Now, all but a few senior staff are volunteers, and voluntary action is the core of the organisation. Through social media Budapest100 recruits around two hundred volunteers for a few weeks of intensive part time work every year. The senior managers acknowledge the volunteer's value beyond their labour in terms of community engagement and energy, but during this research period the managements' focus was the tasks being done.

The Hungarian National Gallery aimed to have Information Desks entirely run by volunteers. This has been achieved. The Gallery's strategy is to maintain this programme, they are not looking to increase the range of volunteer tasks or the level of volunteer integration.

All Hungarian state organisations, including heritage institutions, are required to report their number of volunteers to the Ministry of Human Resources. This was said to be a priority, although the reason for the priority status or the Ministry's interest in volunteers was unknown, and it does not appear to motivate state organisations to host volunteers.²⁰⁴ However, as the government excludes these volunteers from the national statistics, it implies Hungary has more volunteers than reported (see Chapter 1, Statistics of Voluntary Activity). These mixed messages are perhaps summed up by GHK that states the Hungarian government sees volunteers as "a tool rather than a goal" in developing civil society.²⁰⁵ Until 2018 Önkéntes Központ Alapítvány (ÖKA – Volunteer Centre Foundation) supported by national and international companies offered annual awards for volunteering programmes. This gave positive publicity to volunteering and rewarded good programmes.²⁰⁶ Unfortunately, this has now stopped for unknown reason.

The above analysis shows that although most volunteer programmes start due to needing free labour, they can develop in different ways. This development depends on the organisation valuing their volunteers for their innovation, community contact, and their ability to increase the relevance of the organisation for their community.

²⁰⁴ Interviews with Hungarian National Gallery Volunteer Coordinators, January 17, 2019.

²⁰⁵ "Study on Volunteering in Europe – Country Report Hungary" GHK (2010), 8.

²⁰⁶ "CSR360 Global Partner Network," website, accessed April 23, 2019, <http://www.csr360gpn.org/news/story/volunteering-hungary-organise-their-ninth-annual-volunteering-awar/>.

4.4 Management Structure

Organisational structure was found to be related to the organisation's age and ownership and not nationality. State or quasi-state cultural institutions were generally over fifty years old, with volunteer programmes under ten years old.²⁰⁷ Typically their volunteers are in 'good-to-have' roles on the organisation's edge, such as visitor liaison. These roles indicate a shifting institutional focus from inward looking and 'product' focused, to more outward looking and visitor focus. Some volunteers may be in administrative roles, but almost none in core operational roles such as researchers, restorers or museologists. The typical organisational structure is shown in Figure 18.

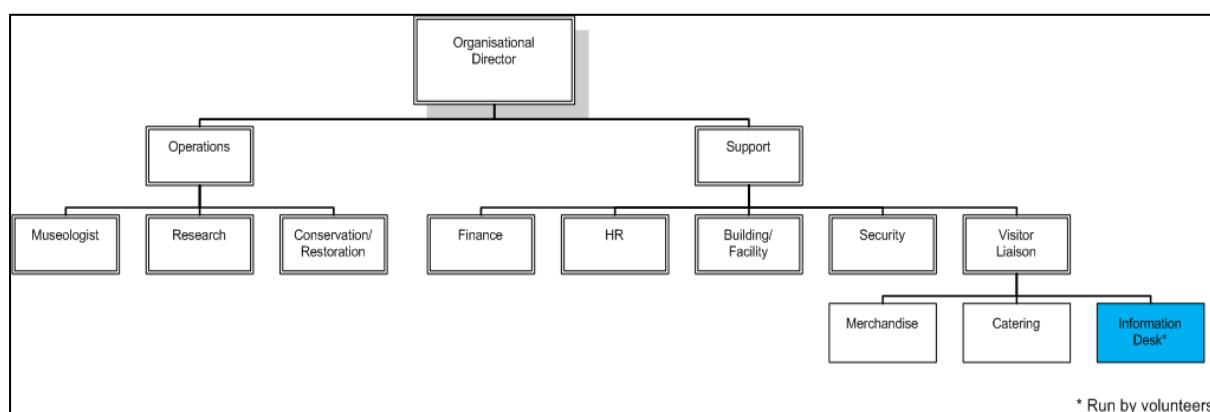


Figure 18. Archetypal organisational structure of a mature cultural heritage organisation with a relatively new volunteer programme

Independent non-state cultural foundations, generally under twenty-five years old, founded and run almost entirely by volunteers typically have a more fluid structure focused on the founder who may continue to dominate decision making. This type of organisational structure is shown in Figure 19. These organisations can face challenges when the founder leaves, or the organisation grows large enough to need paid staff.²⁰⁸

²⁰⁷ Charles Handy, *Understanding Organisations* (London: Penguin Group, 1985), 185–222, 296–336.

²⁰⁸ From the author's previous study and personal experience.

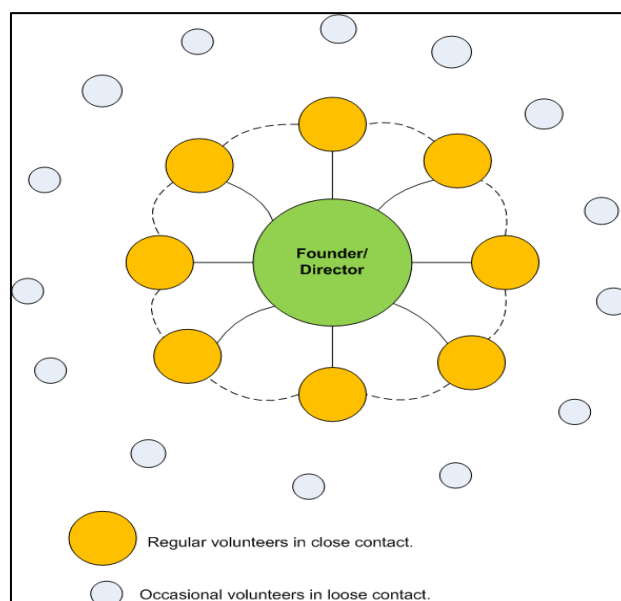


Figure 19. Archetypal organisational structure of new cultural heritage organisation with charismatic leadership

Based on interview with the Chief Archivist, the Glamorgan Archive appears different despite being a quasi-state institution. The volunteer programme started around thirty years ago, and their volunteers are involved in a wide range of roles including research, public-relations, cataloguing and conservation-cleaning.²⁰⁹ The Volunteer Coordinator oversees the programme, but staff supervise their own volunteers and the whole programme “just ticks along.”²¹⁰ The difference could be the maturity of the volunteer programme which has become part of the organisational culture.

4.5 Non-Labour Benefits Identified by Coordinators

This section is based entirely on interviews and observations with Volunteer Coordinators or managers at the heritage institutions researched (see Appendix 2 for interview questions). The Coordinators were asked about benefits to the organisation beyond the voluntary work done; if the interlocutor did not identify non-labour benefits the point was not pressed.

²⁰⁹ The Chief Archivist cited one volunteer who researched the people of his hometown who had been involved in WW1 and had been a guest of honour at the municipality commemoration in November 2018.

²¹⁰ Interview with Chief Archivist, Glamorgan Archive, 28 November 2018.

In general UK interlocutors seemed more aware and able to identify non-labour benefits of volunteers. This may be due to training and networking opportunities that are not available in Hungary, or maybe they could explain more easily as they were speaking their native language while the Hungarian interlocutors were working in a foreign language. Only organisations with mostly paid staff considered that volunteers added a new dimension. As it was seen in Chapter 3, Volunteer Profile, most volunteers are highly educated and bring a wide range of experience to their voluntary work. Due to this, volunteers can act as innovators within their organisations. This is relevant in highly professionalised organisations where most staff have similar qualifications, potentially from the same university tutors, and may have family and friends with similar backgrounds. From this narrow perspective it is very easy to assume that everyone thinks the same way. A diversity of people inside the organisation will help to break this mould and increase the organisation's relevance to the people outside.²¹¹ There was a correlation between the range of less tangible benefits identified by the Coordinators and the relative success of the programme. (For criteria of success see Introduction, Definition of a Good Volunteer Programme.)

The Museum of Trade and Tourism and Museum of Childhood remarked that volunteer guides offer feedback from visitors to the museologists; they also noted that as museologists acknowledge and increasingly value this feedback the confidence of the guides rises, creating a positive cycle. A Volunteer Coordinator at the Hungarian National Gallery said the volunteers were a 'friendly face' for the visitors which increases visitor satisfaction. This was important as security staff and cash desk staff have dull, poorly paid jobs and lack motivation, and they "needed to be serious" in front of visitors.²¹²

²¹¹ Charles Handy, *Understanding Voluntary Organisations*, 108–110.

²¹² Nina Simon in "*The Participatory Museum*," Chapter 2 notes the front-of-house staff are the front-line in visitor contact and set the stage for the whole visitor experience. The Hungarian National Gallery views them differently.

The Museum of Childhood have visitor liaison volunteers in the exhibition areas. Through their interaction with visitors the exhibitions become a dialogue and not just top-down information, this increases feedback on the exhibitions for volunteers to pass to museologists. In some exhibitions, volunteers specifically work to engage children with the exhibition, this means that parents can relax and enjoy the exhibition themselves. This change of relationship with exhibitions should always happen when guides encourage visitors' active engagement and discussion.²¹³

The knowledge volunteers bring was noted by several organisations. North of England Civic Trust said older volunteers had local knowledge and memories that brought history alive for visitors; a curator for the Museum of Trade and Tourism noted that one volunteer is an expert on historic wine labels and is researching and categorising the museum's collection of labels; a volunteer in the Glamorgan Archive had researched people from his home town in World War 1, the results were used in the centenary commemorations in November 2018.

Five Coordinators, three UK and two Hungarian, noted the value of volunteers as outreach and ambassadors into the local community. However, in one of these, the Hungarian National Archive, an archivist questioned the concept of the organisation's community, and saw little value in building external connections apart from with the government. In contrast, a volunteer at Matrica Museum was running an arts and crafts club for pensioners as she saw their need for social contact and engagement,²¹⁴ while this was relevant to the volunteer and the pensioners, it was not mentioned by the Volunteer Coordinator or the museum Director.²¹⁵

²¹³ Nina Simon, "*The Participatory Museum*," Chapter 3.

²¹⁴ Nina Simon, *The Art of Relevance*, 92–106.

²¹⁵ Robert R. Janes, "The Mindful Museum," *Curator – The Museum Journal* 53, no. 3 (July 2010): accessed May 16, 2019, <https://onlinelibrary.wiley.com/doi/full/10.1111/j.2151-6952.2010.00032.x>.

The Glamorgan Archive said their volunteers increased the diversity of the Archive, including students, pensioners, job-seekers and people with learning disabilities from the Supported Employment Programme.²¹⁶ The Archive have a relationship with a ‘Special Needs School’ for the ‘Kids Take Over’ programme through ‘Kids in Museums’ which emphasises this diversity.²¹⁷ The Archive has detailed qualification requirements for volunteers, yet appears to have created a barrier-free access for volunteers, and by extension to the documentary heritage of the region. The Museum of Childhood also commented on the increased diversity gained from volunteers; the museum is in a poor part of London with many migrant families and it is important to break the elitist mould of the paid staff. The Museum of Trade and Tourism and Museum of Childhood both noted that paid staff value the presence of volunteers. The Coordinator at the Museum of Childhood summarised this, “Volunteers are a morale boost to the paid staff, and happy staff create a good atmosphere of warmth and humour which visitors’ value, it creates a supportive environment for everyone.”

In contrast, one Volunteer Coordinator at Hungarian National Gallery opined that many museologists were unaware of the Gallery’s volunteer programme despite having the Information Desk run by volunteers. This perhaps implies an elitist and isolationist culture of the Gallery. The Aquincum archaeologist who links with the Museum’s Metal Detectorists said their activities are barely noticed by the museum and the Detectorists are considered an unethical group that needs controlling. No other staff at Aquincum mentioned the metal detectorists.

²¹⁶ “Supported Employment Programme” UK Government information website, accessed April 6, 2019, <https://www.base-uk.org/programmes>.

²¹⁷ “Kids in Museums” programme ‘Kids Take Over’, promoting child friendly museums accessed April 6, 2019, <https://www.base-uk.org/programmes>. In interview the Chief Archivist, with obvious delight and amusement, reported one child while guiding visitors in the Archive said, “I’m bored now, so we will move on.”

As noted above, there is a correlation between the quantity and value of non-labour benefits reported by Volunteer Coordinators and the integration of volunteers into the organisation. In interviews, UK Coordinators cited more benefits than Hungarian Coordinators, implying greater awareness and perceived value of volunteers. This could be due to UK government support and more training opportunities for Volunteer Coordinators in UK.

4.6 Match-making Volunteers and Organisations

Most Hungarian Governmental heritage organisations reported challenges in recruiting enough volunteers, although few Hungarians non-governmental heritage organisations faced this challenge. No UK organisation said recruiting volunteers was difficult and several have no current vacancies.

Pairing volunteers to organisations is like ‘match-making,’ what suits one person or organisation does not suit another, and a volunteer may try several host organisations before finding the right match. This was reflected by the Coordinator at the Museum of Trade and Tourism who noted the high turnover of new volunteers, while a third of their volunteers had been with them for over a year, implying they had found the right match. A respondent from Priddy Folk Festival wrote of this process “you get to kiss a lot of frogs on the way.”

A volunteer at the Museum of Trade and Tourism said there were limited opportunities to volunteer in cultural heritage as not many institutions have a volunteer programme. She added that due to the negative image of volunteering “you had to be brave to apply.”²¹⁸ At the same time, all Hungarian state organisations noted the continual shortage of volunteers. The lack of both volunteers and volunteer positions would imply an under-developed market for volunteers.

²¹⁸ Interview with volunteers at the Museum of Trade and Tourism, February 2019.

In contrast, Hungarian non-state organisations had enough volunteers although they also had a high turnover of new volunteers. Many offer episodic volunteering that can be done outside working time, for example, Friends of Szádvár Castle and Community Archaeology Association are active over occasional weekends, while Fortepan is entirely on-line. Many of these volunteers are following a hobby which has turned into volunteering and become serious leisure.²¹⁹ These organisations attract volunteers who cannot commit to regular hours during the working week.

Volunteer recruitment is generally done through advertisements on the organisations' own website, this requires the potential volunteer to know the organisation and search the specific site. There appears to be no generic advertising of volunteer positions or promotion of the personal benefits of volunteering in Hungary which is available in UK.²²⁰ On their website, Budapest100 thanks and names previous volunteers and has a well-designed advertisement for 2019.²²¹ The Museum of Trade and Tourism identifies typical volunteers' tasks but also offers "other tasks of interest." The site includes testimonials from current volunteers.²²² Aquincum offers a generic email address for further information about volunteering opportunity. The National Archive website does not mention volunteers.

Other recruitment routes have been identified during this research. The analysis in Chapter 3 found that 91% of Hungarian respondents would recommend a friend, while only 7% came with a friend. It is said the best way to recruit volunteers is to ask people personally.²²³ Several researched organisations successfully recruit volunteers through personal contacts and

²¹⁹ See Annex 1 for case study of the Community Archaeology Association approach to serious leisure.

²²⁰ A rapid web search for UK volunteering opportunities found 'I Want to Volunteer' page of the NCVO website <https://www.ncvo.org.uk/ncvo-volunteering/i-want-to-volunteer>. The main page promoted the concept of volunteering, what to consider when looking for suitable volunteer positions, and links to volunteer opportunities listed by location and sector.

²²¹ Budapest 100 website, "Volunteers," accessed April 23, 2019, <http://budapest100.hu/en/rolunk/onkentesekek/>.

²²² Museum of Trade and Tourism website, volunteering page, <http://mkvm.hu/onkentessegek/>.

²²³ "How to recruit volunteers," County Mayo, Ireland, Volunteer Centre website, accessed May 11, 2019, <http://www.volunteermayo.ie/resources/volunteer-mangement/how-to-recruit-volunteers>.

networks of friends and hobbyists, for example, Ari Kupsus Szalon Concert, Community Archaeology Association and Szádvár Castle. The visitor:volunteer continuum identified in Chapter 2, Volunteer Motivation Models, states that regular visitors are likely to become volunteers, but no organisation visited for this research advertised to visitors inviting volunteer applicants.

Most Hungarian government heritage institutions included in this research believed other institutions found it easier to recruit and retain volunteers than they did. For example, a national institution in Budapest assumes it is easier to recruit volunteers in a small town due to the close-knit community, while the small-town institution assumes the national institution has greater prestige to attract volunteers. Institutions in Budapest suggested the Hungarian National Gallery can recruit volunteers due to their location and high-profile exhibitions. This ‘victim mentality’ may be shifting responsibility for weak volunteer recruitment to external factors, instead of using comparisons for learning and identifying the organisation’s own strengths.

4.7 Managing Volunteers

Managing volunteers is different from managing staff as there is no financial dependence and motivation is aligned to serious leisure. Volunteers may operate on the edge of an organisation with quite separate management or may be active in various parts of the organisation wherever there is a match-made between the task and the volunteer. Most volunteer programme are overseen by a specialised Volunteer Coordinator, but volunteers who are integrated throughout an organisation will be supervised by a range of staff. Volunteer task planning will differ from paid staff task planning.

Average volunteers work two days per month which can make task and workload planning difficult, particularly for detailed tasks that required focussed attention over many days. Different organisations address this challenge in different ways. Budapest100 allocates small

discrete tasks to individual volunteers with expected deadline, for example, research one building, or resident liaison in a single condominium. Many museums and galleries use volunteers in visitor-facing roles, such as the Information Desk and pedagogical support, which have regular short tasks that fit with the volunteer's time commitment. Volunteers working with museologists in the Museum of Trade and Tourism and archivists in the Hungarian National Archive do tasks that are important but not urgent such as digitising and transcribing. The Metal Detectorists volunteering for Aquincum are contacted and used only when required. Glamorgan Archive said several volunteers could work on a single document at different times and never meet, but no Hungarian organisation used this style of task-sharing. Fortepan volunteers work on-line on the same photographs, but no Hungarian organisation is using on-line document transcribing where task-sharing is normal.

The volunteers' supervisors must monitor their volunteers to ensure the allocated tasks are done correctly. Supervision is integral to volunteer's intrinsic rewards, for example, in interview one volunteer transcriber in the Hungarian National Archive said she had received no feedback from her supervisor on the quality of her work and needed confirmation and reassurance.²²⁴ The feedback would be part of the intrinsic reward and once given, the volunteer's growing confidence would increase the reward. A staff member new to people management may need training to be effective, and these skills will probably enhance their career opportunities. In interview a Budapest100 junior coordinator remarked that volunteers need coordinating not managing as they 'work' out of choice, she also noted that her role gave her a safe place to experience people management and learn-by-doing.²²⁵

²²⁴ Interview with volunteers at Hungarian National Archive, February 15, 2019.

²²⁵ Interview with a Budapest100 volunteer March 11, 2019.

Supervision affects the volunteers' perception of their status within the organisation; perception of a high status within a respected organisation is strong intrinsic reward.²²⁶ High status allows a volunteer a voice within the organisation which increases interaction between the organisation and the volunteer's external community. In interviews volunteers' perception of status was assessed by asking if they felt able to make suggestions and how suggestions might be received. This is an individual reaction to a specific interpersonal contact, but it reflects the culture of the organisation. At Budapest100, volunteers and a Coordinator felt able to make suggestions, although the Coordinator felt suggestions were too often ignored.²²⁷ Volunteers at the Museum of Trade and Tourism and the Hungarian National Archive were divided, long-standing volunteers felt able to make suggestions and new volunteers less able.²²⁸ In contrast, a response to an open question in the Volunteer's Questionnaire from a volunteer at the Hungarian National Museum states

"I would like to resolve a situation in a voluntary position, which I could solve, but I cannot do it because it's not within my job description, so a staff member should be asked to deal with the matter. So, I need to keep telling myself, that here I am a volunteer, with the rights of a volunteer."

This comment implies the respondent felt of low status within a strict hierarchy and rigid role definitions, and that suggestions made would not be accepted or implemented.

Several organisations reported that volunteers frequently agree to attend but fail to arrive. While 'life-happens,' this could be a warning to the host organisation that volunteer motivation is low, and the intrinsic rewards they gain are not meeting their expectations.

²²⁶ The author's personal experience from volunteering and managing volunteers.

²²⁷ Interview with volunteers for Budapest100, February 27, 2019 and March 11, 2019.

²²⁸ Group meeting with twelve volunteers for Museum of Trade and Tourism, February 2019; group meeting with four volunteers for Hungarian National Archive, February 15, 2019.

During the research in Hungary, it was obvious that Volunteer Coordinators consider their volunteers as an amazing resource in terms of labour, and to lesser extent knowledge, ideas and out-reach. However, it was clear that few realised their volunteers were also a source of information and inspiration on volunteer recruitment and management.²²⁹

4.8 Indicators of Success of Volunteer Programmes

The managers interviewed were asked for the indicators of success of their volunteer programme as this indicates what they consider to be the programme's added value, and their ambitions for the programme. All except Aquincum noted the number of volunteers and their length of service. These are simple and easy-to-measure parameters and relate to the tasks achieved and time donated.

Budapest100 managers considered the significant outcomes of their activity to be strengthened communities in open-house condominiums, and visitors' enhanced engagement and identity with the city. However, the managers considered these indicators too complex to monitor and they are largely ignored. With planning, these qualitative indicators could be monitored, and the results published which would further enhance the reputation of Budapest100.

The indicators of success stated by the Coordinator at the Hungarian National Archive was for volunteers to have the confidence to contribute ideas, the skills to help implement them, and be a link into the wider community. This is in line with the aims of the Chief Archivist. However, to achieve these qualitative aims, the Coordinator is aware he needs the archivists' support and he needs to build the volunteers influence and integration within the Archive.

²²⁹ Quite often when interviewing Hungarian Volunteer Coordinators, I was asked for advice on volunteer management. If I replied, "Have you asked your volunteers about this?", it was obvious this simple solution had not been considered.

Progress towards these aims are measurable through small scale, proxy indicators, which when be reported, would raise the volunteers' profile.

The Museum of Trade and Tourism's Coordinator success indicator was the number of museologists who want to work with volunteers and the range of museology tasks learnt and performed by volunteers. Similar to the National Archive, these indicators are measurable and will record the changing attitudes of the museology staff and empowerment of the volunteers.

The Glamorgan Archive's indicators of success included positive media comments regarding a volunteer researcher's work; the increased diversity generated through 'Kids in Museums' and the Supported Employment Programme, and the quality social interaction enjoyed by the conservation-cleaners. This range of indicators implies that volunteers are highly integrated and their value beyond tasks-completed is appreciated.

In interview the Director and staff at Aquincum were more aware of the challenges than the advantages of working with volunteers. Compared to paid staff, volunteers are considered unreliable, unenthusiastic and lacking commitment. Not surprisingly, the staff at Aquincum did not have indicators of success apart from attendance when agreed by the volunteer, and for the Community Service Students to do the task they were asked in a reasonable manner.²³⁰

If the outputs of volunteers are monitored for more than just hours donated, the outputs can be appreciated and communicated. This will enhance the profile of the volunteers and the organisation, potentially make recruitment easier, and ensure the volunteers continue to feel valued which will build their motivation.

²³⁰ Interviews with staff at Aquincum, October 30, 2018.

4.9 Summary

The analysis of the organisational perspective of volunteer management found an effective programme must have the commitment of senior management which must be communicated to all staff. However, the organisation's mission statement seems less crucial. For state organisations to start a volunteer programme with visitor-facing roles to demonstrate the value of volunteers, and slowly expanding seems an effective way to overcome understandable resistance from paid staff. Most, but not all, organisations are aware of the benefits of volunteering beyond the unpaid labour. It would be advantageous to the volunteers and host organisation if these non-labour benefits were monitored and reported. It was noticeable that UK Coordinators are more aware of, or could communicate more easily, the additional benefits. Organisations could use a greater variety of advertising routes when recruiting volunteers, but also should accept a high turnover of new volunteers as the volunteers look for the right voluntary position. It was found that staff who supervise volunteers may need training in task planning and people management skills.

When volunteers are integrated throughout an organisation, and staff are in regular professional contact with people from different backgrounds and experience, it is likely the organisational culture will shift to being more open and inclusive. When volunteers and the host organisation have the mutual confidence that allows volunteers a voice, this will reduce insularity and increase the organisation's relevance to the community. Volunteer task planning and supervision will change some staff roles, impacting the organisational structure.

Conclusions and Recommendations

The aim of this thesis is to identify ways in which an organisation's management can increase the recruitment and retention of heritage volunteers in Hungary. It started with the premise that many people will volunteer with the right incentives. Given the wide range of people volunteering in cultural heritage in UK and Hungary, this would appear to be true, despite differences in government regulations, organisational culture and management. In this section, these different aspects of UK and Hungarian volunteering are summarised, and appropriate recommendations made.

The UK Government's regulation of volunteering was found to be complex involving many agencies and multiple levels of devolution. However, the government supports the voluntary sector which enhances the social approval of volunteering. All government heritage funding is indirect which increases organisational independence, and most heritage organisations are overseen by a voluntary Board of Trustees. This combination shifts influence downwards towards volunteers.

By contrast, the Hungarian Government's policies and regulations on volunteering are clear and easy to navigate, but they are not always complied with, even by the government. Hungarian Government policies appear positive, but little non-financial assistance is offered. The government directly funds all state heritage organisations, and senior management report to the government. This combination shifts influence upwards towards the government.

An organisation's mission is important for volunteerism assuming it is open, inclusive and promotes participation. However, the communication of that mission appears to be more important than the mission itself. It was found that some organisations without a clearly stated mission have successful volunteer programmes, for example Museum of Trade and Tourism,

while organisations with missions including volunteering, that were poorly communicated had weak volunteering programmes, for example, the Hungarian National Archive. Senior management must be committed to the values that volunteering offers in terms of community participation and relevance. To be effective, this commitment must be communicated throughout the organisation. In both countries, volunteers can alter organisational cultures towards being more open and participatory, but this also requires leadership commitment.

Motivation to volunteer was found to be similar in Hungary and UK, the primary drivers being the type of organisation, the volunteer's task, and the desire for serious leisure. In Hungary several de-motivators were identified, these were lack of time for volunteering; low institutional and popular respect for volunteering, and some weak management systems. Most Volunteer Coordinators recognised factors that motivated their volunteers and enhanced some or all of them. With a few exceptions, UK Volunteer Coordinators were more aware of volunteer motivators and offered more enhancement. This is possibly due to the training and networking available to UK heritage organisations.

Organisational motives for recruiting volunteers are also similar in both countries. Nearly all researched organisations started with identified tasks but without budgets for staff. Generally, the identified tasks were visitor facing roles which could increase visitor participation and interest. Most, but not all, programmes developed as staff recognised and valued the skills and non-labour benefits of volunteers. Despite this recognition, organisations evaluated their volunteer programmes only by hours donated and tasks achieved and, therefore, cannot report on non-labour benefits of volunteering. Without evaluating or reporting, non-labour benefits will be less noticed and therefore less valued. There is correlation between volunteers being valued only for their labour and lack of programme development. UK managers had greater awareness of the non-labour benefits of volunteers, possibly due to Government promotion and available training and networking opportunities.

All Hungarian state organisations, apart from the National Gallery, reported difficulty recruiting volunteers. They advertised for volunteers on their websites, but did not advertise to visitors, hobbyists, or friends of current volunteers. Conversely no independent organisations reported a shortage of volunteers, most recruited through networks of hobbyists, friends and social media. Most state organisations need regular volunteers, while independent organisations offer episodic volunteering. All organisations reported a high turnover of new volunteers as the volunteers seek a position that offers the intrinsic rewards they desire. All UK organisation reported sufficient volunteers and low turnover even among new recruits. This is possible due to greater social acceptance and more volunteering opportunities making selecting the right organisation easier.

UK organisations reported a wider range of tasks done by volunteers, implying greater integration. There were more implied barriers to volunteer integration in Hungary than UK, particularly from professional staff. It is possible these staff feared change and perceived a loss of authority, while UK staff enjoyed sharing their knowledge and workload.

Based on these conclusions and the understanding of managing volunteers from the review of management models in Chapter 2, the following recommendations are made.

Recommendations

Senior Management

Senior management should ensure their organisation has a strong mission which is effectively communicated, understood and accepted by all staff and stakeholders. If a new mission is required it should be developed in an open participatory way. Senior staff should embody the mission in all their actions if they expect their staff and volunteers to do the same.

Organisations should develop and communicate strategies to enable volunteering. These should be made in the context of the mission, and with the participation of relevant stakeholders, potentially including volunteers. Strategies should be linked to detailed action plans which should reference volunteers' roles and motivations. These, again, should be communicated throughout the organisation.

Senior management must be committed to volunteering and understand the value of volunteers goes beyond donated labour. Without this a programme can only be successful in terms of hours donated and tasks done and will remain an 'add-on' to the organisation. In more successful programmes the organisation sees and values less-tangible benefits of volunteers, such as contacts with communities outside the professional staff, increased diversity of workers, different ideas and approaches, and ensuring the heritage held and enacted by the organisation is relevant to the community.

Management should ensure non-labour benefits of volunteering are understood by stakeholders, such as staff, donors or Board of Trustees. Senior management should ensure staff feel positive about volunteers, supported and not threatened by them. At the same time, they should ensure staff understand the value of public participation in their heritage organisation.

Senior managers should celebrate the successes of the programme. This may be through personal thanks, or actions such as annual volunteers party; visiting other cultural programmes; reports to donors highlighting volunteers' contribution; media comment and so on.

Organisations should accept that volunteers cost money and time, and successful volunteering programmes will need allocated resources. This includes staff time to organise the programme, and funding for essential facilities and training for volunteers and staff.

A successful programme needs a champion to lead it, typically a Volunteer Coordinator. They can be staff or a volunteer, full time commitment is not needed but belief in the value of volunteering is essential. This person should be respected and have a voice within the organisation. They will oversee volunteer recruitment, coordination and training, although supervising volunteers may be done by others. In an all-voluntary organisation, the volunteers' champion will probably be the founder.

Management should encourage innovation, and continually challenge the organisation's and their own ideas. They should continually seek to be relevant to their community, and to present, reflect and question their environment.

Volunteer Coordinators

After senior management, Volunteer Coordinators are crucial to quality volunteer programmes. As stated previously, assistance to the voluntary sector is lower in Hungary than UK. To mitigate this the following is recommended to Hungarian Volunteer Coordinators.

- The Coordinator should establish a self-help networking group to learn from each other and exchange experience, this should include both state and independent heritage organisations.
- Through this self-help group Coordinators could organise training either based on their own skills or by inviting external volunteer trainers.
- Volunteer Coordinators should monitor the activities and outputs of their volunteers. This should be more than simply hours donated but include qualitative indicators to measure the added value of volunteering. This would offer qualitative feedback to

volunteers, promote volunteering internally and externally, and demonstrate good practice to prospective donors and other stakeholders.²³¹

- Volunteer Coordinators should evaluate the impact of the volunteer programme. This should be done with volunteers, their supervisors and senior management and with reference to the organisation's mission and strategy. This could show how the organisation is developing through volunteering, and how changing levels of community participation is impacting the heritage organisation.
- With the support of senior management, Volunteer Coordinators should promote the benefits of volunteering, community engagement and participation to their colleagues. This will increase the awareness and acceptance of volunteers and reward their activities.

Finally, Volunteer Coordinators should manage the expectations of the host organisation and volunteers. For example

- Assess how many volunteers are likely to be available at any time as many people sign up for an activity, particularly through social media, but fail to attend. If the typical ratio of signees to attendees is known it can be managed more easily.
- Volunteers typically work 2 days per month. Organisations should not expect 'full-time' volunteers, and plan tasks accordingly.
- Coordinators should encourage volunteers' supervisors to value different skills and experiences and utilise them effectively.
- Volunteers should understand they will probably need training and close supervision while learning new skills.

²³¹ Budapest100 could measure changes to the strength of community feeling in open-house condominiums to demonstrate the value of the volunteers' activity at a micro-level. See Chapter 4, Indicators of Success of Volunteer Programmes.

Volunteer Recruitment

Some Hungarian organisations reported that recruiting sufficient volunteers was a challenge, while some volunteers noted finding volunteering opportunities was a challenge. In contrast, other Hungarian and all UK organisations had plenty of recruits. Based on the analysis, the following recommendations are made.

- People looking for volunteering opportunities in Hungary must search individual organisation website, this takes time and effort. It is recommended to develop a joint volunteer recruitment website where people seeking volunteer opportunities can search and find connections to different organisations. This could be done through an independent organisation such as Önkéntes Központ Alapítvány (ÖKA (Volunteer Centre Foundation)) or managed jointly by the organisations concerned.
- Organisations should work together to define the most typical blocks to volunteering in Hungary. Using the proposed common volunteer advertising site, they should address the negative images and highlight the generic benefits to the individual, thus raising the profile of volunteerism.
- Organisations looking to recruit volunteers with specific skills should approach local universities for suitable students. For example, Budapest100 recruits architecture students from the Technical University.
- When advertising for volunteers, organisations should be clear about the skills they need and the tasks to be done. For example, Szentendre Skansen web-based advertisements list a wide range of tasks and required volunteer commitment. Organisations should also allow volunteers to propose other tasks that support the organisation's mission and strategy.

- Advertisements should avoid terminology that implies ‘work’ as this may have negative connotations as evidence suggests many Hungarians suffer from job-strain.²³²
- Organisations should be aware of the continuum of visitor and volunteer and identify ways to find and target their regular visitors.²³³ This could be as simple as on-site physical advertisements.
- Organisations should consider if any of their volunteer tasks relate to hobbies and target the relevant hobbyists. For example, a Szentendre Skansen volunteer offered to help maintain old agricultural machinery as this was his hobby-interest.
- Many volunteers said they would recommend a friend to join them, but few joined in this way. Organisations could ask current volunteers to bring a friend particularly for a specific event, then potentially convert occasional volunteers to regular volunteers.

Some organisations found Community Service school students to be a challenge while others had no problems. To ensure the students and the organisation gain, the following is recommended.

- Offer clear well-defined tasks for a specific number of students.
- Interview and select the students required and reject others.
- Do not allow accepted students to arrive with friends expecting to be accommodated.
- Ensure any equipment or supplies needed to complete the tasks are available and ready to use
- Keep groups of students small.
- Consider volunteer motivational factors and ensure Community Service students gain some learning, achievement and/or social interaction.
- Ensure the students bring their own refreshments.

²³² See Chapter 3, Motivation to Volunteer.

²³³ See Chapter 2, Volunteer Motivation Models.

Volunteer Retention

The turn-over of new volunteers is high as they try out different organisations and tasks to find the match that suits them. Volunteers can be selective as there is no financial imperative to retain them. Once the volunteer has found an organisation and role they enjoy, many will stay for several years, and leave only due to external factors. To reduce initial turn-over and the associated cost of recruitment, it is recommended that heritage organisations are clear about the tasks they offer, and the commitment expected from volunteers. Organisations could allow a short ‘trial period’ before contracting the volunteer.

To retain as many quality volunteers as required the organisation must consider the motivators and de-motivators.²³⁴ Volunteer motivation in cultural heritage is linked to the organisation and task, and to serious leisure.²³⁵ Every organisation and task is different and methods to enhance this motivator will vary. However, common threads will be

- Quality communication particularly internal and sectoral news to enhance feeling of belonging;
- Opportunities to ‘go behind the scenes’ to create a feeling of being special;
- Pre-views of events such as new exhibitions which encourages learning and feeling special;
- Clear identification of volunteers, particularly for visitor-facing roles, which builds the relationship with the organisation.

Learning is a strong motivator for people engaged in serious leisure. Learning that is directly relevant to the task or organisation will probably build commitment to the organisation, and greater skills will repay the training. To promote this the following is recommended.

²³⁴ See Chapter 2, Volunteer Motivation Models.

²³⁵ See Annex 1 for case-study on the Community Archaeology Association promotion of serious leisure motivators.

- Supervisory staff should be encouraged to share their knowledge with their volunteers. For example, the North of England Civic Trust Coordinator saw herself as a facilitator for volunteer and visitor learning and found sharing knowledge extremely rewarding.
- Tasks should include an element of learning. For example, Szentendre Skansen has volunteers learning to support the restoration staff.
- Organisations should offer regular ‘lessons’ on relevant subjects for all volunteers. For example, Community Archaeology Association have lectures on archaeological technics and history of artefacts.

A sense of achievement motivates. Achievements that add value to the organisation will enhance the organisational aspect of motivator. To enhance this motivator the following is recommended.

- The organisation reports good results of voluntary actions to their volunteers. For example, Museum of Childhood’s exhibition in winter 2018/2019 attracted good press comment and many visitors. The weekly volunteers’ email included links to press articles including visitor numbers and positive visitor comments.
- Volunteers are publicly acknowledged and thanked. Budapest100 lists previous volunteers and states how they were involved; Fortepan names their main volunteers as ‘editors’ on their website.
- All volunteers are invited to share in the success of one. When a member of Community Archaeology Association finds an interesting artefact, the group congregates to look and learn about it in the field; the achievement of one becomes the achievement of the group.

To enhance the motivational nature of quality social interaction, the following is recommended

- Ensure space and time is available for social interaction. For example, Community Archaeology Association have a communal meal after field walking.

- Build teams that continue to work together. Hungarian National Gallery Information Desk volunteers work with the same team.

The de-motivators reported by volunteers were personal time pressures, weak management systems and weak supervision.²³⁶ Each will be considered in turn.

Lack of personal time may result in volunteers' absenteeism which frustrates the organisation, but absenteeism can indicate low volunteer motivation and lack of desired intrinsic rewards. Organisations should promote intrinsic motivators to help volunteers receive the desired rewards. This will encourage them to prioritise their volunteering where possible. The organisation should build enough flexibility round the tasks to enable volunteers to cope with other commitments. Volunteer Coordinators should build mutual respect with their volunteers so planned absences are notified in advance to allow alternative arrangements.

Weak management systems de-motivate volunteers, may increase 'job-strain', and reduces productivity and commitment.²³⁷ Good management systems enable volunteers to achieve the expected results, enjoy their work, build social contacts and learn. Volunteers with good management systems are more likely to feel valued and belonging to the organisation. To achieve quality systems organisations should constantly, and honestly, monitor their systems, and encourage volunteers to report problems and offer solutions. The management must respond to issues raised, ideally including the individual who raised it, and either solve the issue or explain why it is insoluble. These comments relate equally to staff as to volunteers.

Staff who supervise volunteers should be aware that volunteers need feedback, particularly when new, to confirm the quality of their work and raise their confidence. This does not mean simply praise, but offer constructive criticism, advise and praise. This will increase the

²³⁶ See Chapter 3, Motivation to Volunteer.

²³⁷ See Chapter 2, Volunteer Motivation Models.

volunteer's skill, which in turn will increase their motivation and value to the host organisation. Staff who are new to supervision may need training in giving feedback and management skills.

For organisations with a core of enthusiastic volunteers, it is recommended that managers discuss volunteer-related issues with them to understand it from a volunteer's perspective. This will enhance their motivation by increasing their belonging and implicit value to the organisation.

Volunteer Integration

Volunteer integration is when volunteers are active in many parts of an organisation, not just in 'add-on' roles. They should be a respected part of the organisation with a voice. For highly professionalised organisations where volunteering is new, this can be a significant change.

To achieve volunteer integration takes time and strategic vision. The Museum of Trade and Tourism, Szentendre Skansen and the Museum of Childhood started with volunteers in visitor-facing roles that had not existed before. These were visible roles that demonstrated the value of volunteers without the paid staff feeling threatened. The organisations have been working gently, one step at a time, to enable volunteers to gain greater integration and voice. This appears to be working well, building mutual confidence and respect between staff and their volunteers. The organisations are extending the range of tasks of volunteers. This is being driven by staff who need tasks done, volunteers who desire serious leisure, and limited available funds for paid staff.

A major driver that no researched organisations mentioned is visitor expectations; visitors are less satisfied with passive displays of artefacts and have growing expectations of active engagement and participation with heritage, if heritage organisations are going to remain relevant to their communities, they should actively engage visitors. With limited funding, the

key people in this process will be volunteers who are able to engage with individual visitors and the wider community.

Organisations may structure a volunteer programme to be separate from the main organisation and paid staff. This separation will reduce the likelihood of cultural change in the organisation and may result in the volunteer programme and the organisation have different cultures. Conversely, if organisations integrate volunteers into the structure and psychology of the organisation, they will experience a soft shift of culture. Volunteers will encourage an organisation to be more open to different ideas and increase interaction with their community. Volunteers will support a heritage organisation to become more participatory in its operational activities.

It is likely that volunteering will continue to be less common in Hungary than in UK as it is less imbedded into the national culture. However, Community Archaeology Association, Budapest100 and Fortepan show Hungarians will volunteer, and be highly effective, given a style of organisation and tasks that allow volunteers to engage in serious leisure. The Szentendre Skansen and the Museum of Trade and Tourism show how volunteers can be integrated and creative within an organisation and increase organisation's engagement with the community. The Chief Archivist of the Hungarian National Archive identified the advantages of an organisation being relevant to its community. Visitors are likely to expect more interaction with their heritage as they experience interaction with other cultures. There are barriers to overcome, but with creativity by the heritage organisations, it is highly likely that Hungarian people will become more active voluntary participants of their cultural heritage.

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Annex 1. An Approach to Serious Leisure

The private use of metal detectors is illegal in Hungary, yet keen hobbyists continued to use them to search for treasure. Two far sighted professional archaeologists in Pest County contacted these hobbyists and over a period of several years, turned them from illegal hobbyists to volunteer archaeologists, finally forming their own registered foundation, the Community Archaeology Association, in March 2019. The Association remains linked to the Ferenczy Múzeum and is supervised by the same dedicated archaeologists. This short case study looks at how the leaders have, almost unconsciously, enhanced every aspect of serious leisure to motivate the members.

The original motivations of the metal detectorists are from two sources, the pleasure of metal hunting, and an interest in history and historical research. Some of the individuals have more of the hunter, while others have more of the historian and researcher. As a group they break every pre-conceived notion of the profile of cultural heritage volunteers being mid-aged, males in full time employment with a range of educational backgrounds. They come from different communities and had limited social interaction before the group was formed despite their common interest. They are all indulging in serious leisure, willing to commit time and money on to gain the required satisfaction.

The concept of volunteering as leisure was developed by sociologists and dubbed ‘serious leisure’. Although ‘leisure’ can imply self-interest and unreliable engagement, ‘serious leisure’ requires commitment and willingness to put in effort to gain the desired rewards of, for example, learning, achievement and quality social interaction. It is also noted that serious leisure groups prefer low levels of formalised bureaucracy and more personal contact, face to

face or through personalised social media.²³⁸ The leaders of Community Archaeology Association promote all these motivators.

Learning

- All members are invited to semi-formal presentations during winter months, typical subject are archaeological techniques and history through its objects.
- The first two years of membership, members are expected to attend field walks without using metal detectors to learn this archaeological technique
- Members using detectors on a field walk are expected to use them correctly giving constant demonstration of the proper technique.
- Through contact with the professional archaeologists, members can learn and engage in other archaeological activities, including digs when available in the county.

Achievements

- Members are expected to record the location of their finds which are merged to show a wider picture of the field of research.
- Information about finds are spread throughout the group.
- Group members clean and document their finds. This reinforces their learning about the found artefacts and associated history and increases their engagement with the whole task.
- Professional archaeologists with the field walkers inform about the potential and actual finds before and during the walks.
- Members are expected to be part of the group for two years before they can legally use their metal detectors, making the use of their detectors an achievement.

²³⁸ Robert A. Stebbins, "Volunteering: A Serious Leisure Perspective."

- Prior to legally using their metal detector, members are formally contracted to the Ferenczy Múzeum as a registered metal detectorist.
- Thirty-two members of the group are listed as Founding Members of the Association. These are all long-standing group members who have been committed to the group for several years. Their status as Founding Members adds to their sense of achievement and belonging

Quality Social Interaction

- At the start of the field walk, the professional archaeologists leading the walk explains the what, why and where. This adds to learning and quality social interaction.
- During the field walking the focus is on the task which increases the sense of belonging
- After the field walk there is a communal and very informal supper for all members.
- Activities take place outside normal working time which increases access and reduces pressure.

Low level of bureaucracy

- The meeting and activities are correct but informally managed.
- The archaeological leaders are aware of the need to spread the ‘management’ tasks out among the group members. This spreads the learning and achievement, increases involvement and prevents one person being over-loaded.
- Low level of pressure during the field walking. One member noted “When I am here, there are no emails, no phones, no bosses and no pressures.”

Appendix 1. Details of Researched Organisations

UK Organisations

Clitheroe Civic Society

Location	Lancashire, north west England.
Operational area of Interest	Local history and historic town preservation, first town charter 1283.
Web address	http://clitheroecivicsociety.org.uk/
Mission	<p>Stated on the Clitheroe website -</p> <ul style="list-style-type: none"> • To promote high standards of planning, design and architecture within the Clitheroe Parish; • To educate the public in the geography, social history, natural history and architecture of the area; • To secure the preservation, protection, development and improvement of features of historic or public interest in the area. • To develop and improve links with other individuals, organisations and authorities who can assist, promote and further these aims; • To actively and positively campaign whenever and wherever practical to promote and further these aims.
Period of functioning	Clitheroe Civic Society was founded in 1963.
Funding	Assumed to be from local government grants, other grants and membership fees.
Staff	None
Volunteers	10 active volunteers and around 48 members who are also occasional volunteers
Visibility of Volunteers on website and in reality	‘Volunteer’ is not mentioned on the website although it is clear that people are organising many activities. The physical visibility of volunteers is unknown due to lack of research visit.
Volunteer Questionnaires returned	2
Coordinator Questionnaires Returned	2
Interviews	1 with the Chairman of the Society, 21 December 2018 via Skype
Research visits	None

Glamorgan Archive

Location	Cardiff, South Wales
Operational area of Interest	Regional archive
Web address	https://glamarchives.gov.uk/
Mission	<p>Stated on the local government website –</p> <p>Glamorgan Archive's aim is to collect and preserve documents and records relating to Glamorgan and its people and make them publicly accessible.</p> <p>The Glamorgan Archive does not offer a Mission Statement but does have a statement of core values. The headlines of these are</p> <ul style="list-style-type: none"> • Accountability • Skilled • Inclusive • Flexible • Innovative
Period of functioning	The Archive was founded in 1939. The volunteer programme is 30 years old.
Funding	Assumed to be national and regional government.
Staff	14 full-time-equivalent
Volunteers	50, total hours donated amount to 6 full-time-equivalent staff
Visibility of Volunteers on website and in reality	The website is not functioning and so it is not possible to judge the visibility of volunteers. I am informed the visibility of volunteers in the physical archive is high.
Volunteer Questionnaires returned	4
Coordinator Questionnaires Returned	0
Interviews	1 with the Chief Archivist, 28 November 2018, by Skype
Research visits	None

Museum of Childhood

Location	Bethnal Green, East London, UK
Operational area of Interest	Thematic museum of childhood, part of the Victoria and Albert Museum.
Web address	https://www.vam.ac.uk/moc/
Mission	Stated on the website under 'About us' - To hold in trust the nation's childhood collections and to be an international leader in engaging audiences in the material culture and experiences of childhood.
Period of functioning	Museum of Childhood was opened in 1872. The volunteer programme was started 2014.
Funding	Assumed to a mixture of national and local government and grant funding
Staff	25 listed on the website. This does not include support staff as these roles are managed by the V&A.
Volunteers	35
Visibility of Volunteers on website and in reality	Volunteering is listed on the website under 'About Us' offering volunteering, internships and work-experience placements. This includes a short video made by a volunteer. The physical visibility of volunteers is unknown due to lack of research visit.
Volunteer Questionnaires returned	2
Coordinator Questionnaires Returned	0
Interviews	1 with the Operations Manager responsible for volunteer coordination, 22 January 2019, by Skype
Research visits	None

North of England Civic Trust

Location	Newcastle upon Tyne and various sites throughout the north of England
Operational area of Interest	A not-for-profit organisation engaged in rescue, restoration and re-use of industrial heritage. This research assessed one new branch site in Carlyle, north west England.
Web address	www.nect.org.uk
Mission	Not found due to technical problems with their website.
Period of functioning	The researched site was under 1 year old. The organisation is older.
Funding	Assume to be grant funded
Staff	3 part time in the researched location
Volunteers	12 – the researched location is a new project and only starting to recruit volunteers
Visibility of Volunteers on website and in reality	No access to the website due to privacy issues. The physical visibility of volunteers is unknown due to lack of research visit.
Volunteer Questionnaires returned	0
Coordinator Questionnaires Returned	1
Interviews	1 with branch manager for site, 5 December 2018, by Skype
Research visits	None

Priddy Folk Festival

Location	Somerset, south west England
Operational area of Interest	Village based weekend folk festival. Recently registered as charity.
Web address	http://www.priddyfolk.org/
Mission	Based on responses by the Chairman to interview questions - To put on a good festival, to promote music, arts and the environment, and benefit local charitable causes
Period of functioning	30 years. It has always been a voluntary organisation
Funding	Ticket sales. The festival makes a modest profit which funds local charitable activities
Staff	2 for two weeks round the festival only
Volunteers	10 volunteers who form the main organising committee. Another 20 volunteers who take on specific functions for the festival. 200 for the period over the festival.
Visibility of Volunteers on website and in reality	I am informed it is very high at the event as every 'staff member' is a volunteer. The website focusses on the musicians and promoting the festival.
Volunteer Questionnaires returned	22
Coordinator Questionnaires Returned	1
Interviews	1, with the Chairman of Priddy Folk Festival, 30 January 2019, by Skype
Research visits	None.

Seaton Tramways

Location	Devon, south west England
Operational area of Interest	Old style public transport re-created in scenic location
Web address	https://www.tram.co.uk/
Mission	Not found
Period of functioning	Established in 1940s in a different location and moved to present site later.
Funding	Heritage Lottery Fund and ticket sales
Staff	8 paid drivers, plus paid staff in other roles for example, retail sales
Volunteers	23 volunteer drivers, plus volunteers in other roles, for example visitor liaison
Visibility of Volunteers on website and in reality	Moderately visible on the website as inviting applications for new volunteers. The physical visibility of volunteers is unknown due to lack of research visit.
Volunteer Questionnaires returned	6
Coordinator Questionnaires Returned	0
Interviews	1 with the Tram Driver Operations Manager, 22 January 2019 by Skype
Research visits	None

Hungarian Organisations

Aquincum Museum

Location	Aquincum, on northern edge of Budapest, Hungary
Operational area of Interest	Archaeological site and museum of a significant Roman town and fortress. The town formed part of the Roman Limes (border with the barbarian lands).
Web address	http://www.aquincum.hu/en/
Mission	The website does not mention mission. The following is implied from interviews with staff - To research, preserve and present Roman Budapest.
Period of functioning	The museum was founded in 1894.
Funding	Hungarian Government through the Budapest History Museum, of which Aquincum is a branch.
Staff	54 including all operational, support and maintenance staff
Volunteers	Variable as used mainly for supporting events.
Visibility of Volunteers on website and in reality	The website offers a generic address for volunteer applicants. In the museum there is no visible sign of volunteering.
Volunteer Questionnaires returned	0
Coordinator Questionnaires Returned	0
Interviews	<ul style="list-style-type: none"> • Museum Director, in connection with MA course work 17 October 2018 • PR/education staff who is responsible for the Community Service students • Two volunteers plus the Director who clean and maintain the site two times per year, 29 April 2019 • An archaeologist who works with a group of Metal Detectorists, they volunteer for the museum when needed but are not acknowledged by the museum
Research visits	Five, some in connection with MA course work in autumn term 2018, some dedicated to this research

Ari Kupsus Salon Concert Society

Location	Budapest, and Iszkaszentgyörgy village near Székesfehérvár, Hungary
Operational area of Interest	Art and classical music education for young people.
Web address	http://arikupsusgallery.com/
Mission	Not defined, based on personal contact with the owner, it is assumed to be – To support young talented musicians and artists to complete their education and launch their artistic careers.
Period of functioning	The organisation started in Hungary in 2003.
Funding	Ticket sales at private concerts, private funding for gallery venue
Staff	0
Volunteers	Variable as used to support events as required
Visibility of Volunteers on website and in reality	All concert performers are professional or leading student musicians, who offer their services without pay, and all support staff at the concerts are volunteers. However, this is not obvious to the audience. The website does not mention volunteers.
Volunteer Questionnaires returned	0
Coordinator Questionnaires Returned	0
Interviews	<ul style="list-style-type: none"> • With the founder of the Concert Society, 17 April 2019 • With a professional musician who gives service without pay 3 October 2018 • Support staff at the concerts 17 April 2019
Research visits	Many as a regular Concert Society audience member and as a summer intern at Iszkaszentgyörgy in 2018

Budapest100

Location	Budapest, Hungary
Operational area of Interest	Celebration of urban built heritage and the building's residents
Web address	http://budapest100.hu/en/
Mission	<p>Stated on the website -</p> <p>Budapest 100 is a spring weekend celebration of the people and the buildings around us. The event was founded in 2011 by the Open Society Archi9ves and the KEK Contemporary Architecture Centre. Budapest 100 emphasises the common values of the city's inhabitants and aim to bring together people from varied backgrounds in the preparation of the event.</p>
Period of functioning	Since 2011. The main activity of Budapest 100 is from January to early May each year culminating in a weekend when city buildings are opened for the general public by their residents.
Funding	Information in the Budapest 100 2019 booklet indicates some grant funding and some corporate funding.
Staff	Less than 5, part time for part of the year
Volunteers	Around 200
Visibility of Volunteers on website and in reality	High on the website. During the events it is not obvious the guides and house supporters are volunteers, the people are highly visible, their status is not.
Volunteer Questionnaires returned	3
Coordinator Questionnaires Returned	1
Interviews	<ul style="list-style-type: none"> • With the founder • With senior researcher • With senior manager and KEK employee • With Zone Coordinator • With volunteer / junior coordinator <p>Various dates between October 2019 and March 2019</p>
Research visits	<ul style="list-style-type: none"> • The launch meeting at Open Society Archive, 23 January 2019, • The exhibition opening at Open Society Archive, 3 May 2019. • Visiting opened buildings, 4 and 5 May 2019

Community Archaeology Association

Location	Pest Country, Hungary
Operational area of Interest	Archaeology
Web address	N/A
Mission	The was being formalised during the research period and their mission had not been identified.
Period of functioning	The group has been informally functioning for several years. It was formally registered as an Association in March 2019 and re-named the Community Archaeology Association.
Funding	None. The Ferenczy Museum allows the leading archaeologist 2 days per week work for the group.
Staff	None
Volunteers	Over 50
Visibility of Volunteers on website and in reality	When field walking all members are volunteers and working in groups of about 20 people. So far the group does not have website.
Volunteer Questionnaires returned	5
Coordinator Questionnaires Returned	0
Interviews	<ul style="list-style-type: none"> • The founder and lead archaeologist, 18 January 2019 • Informal conversations with members during Field Walk
Research visits	<ul style="list-style-type: none"> • The museum's archaeological research centre in Gödöllő, • Field walking on the eastern outskirts of Budapest, 13 April 2019.

Fortepan

Location	On line
Operational area of Interest	Photographic history of Hungary
Web address	http://www.fortepan.hu/
Mission	<p>Website statement under ‘About Us’</p> <p>Fortepan is a free-to-use, community photo archive where you can browse and download over 100,000 archive photos for free, in good quality. Images may be freely communicated for any purpose with the FORTEPAN / XY donor designation. Please indicate the exact source of the image in any case, as it will return the original owner's selflessness!</p> <p>The website was launched by two private individuals, Ákos Szepessy and Miklós Tamási, in 2010 with five photographs, mostly found on unpacking. Since then, Fortepan has been expanded by hundreds of families, amateur and professional photographers and public collections. The images on the website are selected by the editorial office. The description of the photos is made by volunteer editors, based on the information on the Fortepan Forum.</p>
Period of functioning	Fortepan was founded in 2010
Funding	Not known
Staff	1
Volunteers	17 closely connected volunteers. Many others will tag and identify images when available on line
Visibility of Volunteers on website and in reality	The 17 key volunteers are all named on the site, but at ‘colleagues’, it is not mentioned they are volunteers. All photographs are donated to the site which has an open-access style.
Volunteer Questionnaires returned	0
Coordinator Questionnaires Returned	0
Interviews	1 with the founder 14 January 2019
Research visits	1 during the interview.

Hungarian National Archive

Location	Budapest, Hungary
Operational area of Interest	History of the Hungarian people through their documents
Web address	http://mnl.gov.hu/
Mission	<p>From the website of the National Archive –</p> <p>The Hungarian National Archives - as part of the country's democratic institutional system and the guardian of national cultural heritage - are the 21st century. He wants to be a modern public clerk of the 20th century.</p> <p>Our goal is to make our collection capable of displaying and documenting the nation's written heritage and, through our archival material, shaping the identity of the nation, the smaller and larger local communities, and last but not least the individual. We need to help maintain democracy and the transparency of the state. We need to be a point of alignment for our citizens in their role in society, and we need to understand how their settlements, environments and communities have evolved.</p> <p>We want to become a relevant and indispensable memory institution in the information society. To do this, we must be able to receive electronic documents, preserve them in the long run and release them for use. With our high-quality IT system, we need to connect to the services of the central administration. With the mass digitization and making available of our traditional recordings, we want to connect to the supply of content providers in Hungary and Europe online.</p> <p>We strive to provide quick and effective access to the documents of decisions made in the performance of public tasks. We guarantee the integrity of the democratic institutional system of the state through the authentic, reliable handling of archival material. Through the organization of archival material, the provision of aids and databases, and the mass digitization of records, we are expanding the conditions for scientific and private research. With our programs, we raise the demand for our shared history and the experience of our predecessors.</p> <p>We wish to be active players in the field of professional training and public life, the users of the international archival community and to contribute to the growth of community knowledge.</p> <p>We consider our priority to be: 1. Developing our collection, increasing the volume of records through filing and regular collection (purchase, gift, deposit) and increasing the expressive power of archival material. 2. Managing electronically generated and digitized documents and developing a nationwide competence center. 3. Ensuring that archival material is made available to the widest</p>

	possible range of foreign and domestic stakeholders. 4. Public relations and service development, creating an open, attractive and collaborative institutional image.
Period of functioning	The founding deed of the National Archive is dated 2011. However, Management Reports from 2004 are available on the website, and the Archive and the building are much older.
Funding	Hungarian Government
Staff	The website lists all Archive staff throughout Hungary, being approximately 650. The number in the National Archive is not known.
Volunteers	Currently about 8 regular volunteers and another 8 can be contacted for occasional events.
Visibility of Volunteers on website and in reality	Currently there is little physical visibility of volunteers in the building, although the regular guided tours are led by volunteers. The website is very detailed but does not mention volunteers.
Volunteer Questionnaires returned	0
Coordinator Questionnaires Returned	0
Interviews	<ul style="list-style-type: none"> • Chief Archivist for Hungary • Manager of Public Relations and Media Department • Volunteer Coordinator • Group meeting with four volunteers • Two Senior Archivists <p>Various dates between January and May 2019</p>
Research visits	Five visits for the interviews.

Hungarian National Gallery & Fine Arts Museum

Location	Hungarian National Gallery is at Buda Castle, the Fine Arts Museum is on Hero's Square, Pest, Hungary
Operational area of Interest	The two art galleries are part of the same organisation. They focus on all forms of visual art. The organisation has five galleries in total.
Web address	https://www.szepmuveszeti.hu/ https://www.mfab.hu/ https://mng.hu/
Mission	Not found on site and not mentioned by interviewees
Period of functioning	The Museum of Fine Arts opened in 1906, the Hungarian National Gallery was founded in 1957. The volunteer programme started 2006.
Funding	Assumed to be Hungarian Government and ticket sales
Staff	300 – 400 across all five galleries
Volunteers	Approximately 200
Visibility of Volunteers on website and in reality	On the website it is not easy to find the volunteer application page. In the galleries the Information Desks are run entirely by volunteers. The Desks have high visibility but it is not immediately obvious they are run by volunteers.
Volunteer Questionnaires returned	12
Coordinator Questionnaires Returned	1
Interviews	Three, one with each of the Volunteer Coordinators 11 December 2018, 17 January 2019
Research visits	Three, to make the interviews and for general research into the style of the galleries

Hungarian National Museum

Location	Budapest, Hungary
Operational area of Interest	The history of Hungarian people
Web address	https://mnm.hu/
Mission	From the museum's website under 'Everything Else' – The task of the Hungarian National Museum is to collect, preserve and present the past of the former inhabitants of the Carpathian Basin, as well as the memories of the history of the Hungarian nation up to the present day. In our collection of millions of objects, world-renowned archaeological finds, the history of Hungarian history and cultural history are priceless.
Period of functioning	The National Museum was the first museum of Hungary and was founded in 1870s.
Funding	Hungarian Government
Staff	This information is not available on the website.
Volunteers	
Visibility of Volunteers on website and in reality	The website has clear and attractive advertisement for volunteers, unfortunately it has not been updated for many months. The museum entrance area has simple posters offering volunteer led guided tours. The Information Desk is claimed to be run by volunteers, although during several research visits no one was seen on the Desk.
Volunteer Questionnaires returned	22. Thirteen of these responses were completed in a formulaic way, with the same questions omitted and very similar sentence structure in open questions as if a group of people completed them together.
Coordinator Questionnaires Returned	1
Interviews	None despite several requests and agreed meetings the Volunteer Coordinator was not available.
Research visits	Four, three for MA course work in autumn term 2018 and one for this research when a meeting with the Coordinator had been planned but unfortunately did not happen.

Matrica Museum

Location	Százhalombatta, central Hungary
Operational area of Interest	Regional history museum and linked archaeological site
Web address	http://matricamuzeum.hu/
Mission	Not given on their website or implied in interviews with staff.
Period of functioning	The current museum was opened in 1987 based on artefacts related to local and regional history.
Funding	Local government funding
Staff	15
Volunteers	10 adults who volunteer on regular basis, 20 students who volunteer in the summer for the summer schools' camps
Visibility of Volunteers on website and in reality	No visibility on the website, no obvious visibility at the museum during the research visit. Reported to be higher visibility at the archaeological site in the summer where more volunteers are based.
Volunteer Questionnaires returned	16
Coordinator Questionnaires Returned	1
Interviews	2, Museum Director and Youth Volunteer Coordinator 13 December 2018
Research visits	1 to the museum only, the archaeological site was closed at the time

Museum of Trade and Tourism

Location	Óbuda part of Budapest, Hungary
Operational area of Interest	Thematic museum focussing on nineteenth and twentieth century history of shopping and the hospitality industry.
Web address	http://mkvm.hu/
Mission	Stated on the website, but not described as a mission statement - The museum preserves the past through historical representation of the relationship between gastronomy, commerce and tourism, and culture.
Period of functioning	The museum was established in 1960s.
Funding	Hungarian Government and ticket sales
Staff	17
Volunteers	30
Visibility of Volunteers on website and in reality	The website under 'Museum' has an attractive page for volunteer recruitment including testimonials from current volunteers. In the museum there are volunteers but not clearly distinguished.
Volunteer Questionnaires returned	16
Coordinator Questionnaires Returned	1
Interviews	<ul style="list-style-type: none"> • Museum Director • Volunteer Coordinator / Senior Pedagogist • One museologist • Group of 12 volunteers engaged in visitor liaison • Group of 2 volunteers working with a museologist Various dates between November 2018 and March 2019
Research visits	Two visits as part of MA course work, Autumn term 2018 Three visits to conduct interviews One visit to attend the museum's regular cultural events

ÓVÁS!

Location	Budapest, Hungary
Operational area of Interest	Raising awareness and preservation of the built heritage of Budapest, particularly focussing on the Jewish districts of the city
Web address	N/A
Mission	Not known
Period of functioning	ÓVÁS! Was founded in 2004
Funding	Very small grant and income from a book written by members
Staff	0
Volunteers	14
Visibility of Volunteers on website and in reality	The organisation is well known by people interested in built heritage, its voluntary nature is respected, but generally the organisational profile is very low.
Volunteer Questionnaires returned	0
Coordinator Questionnaires Returned	0
Interviews	One with the founder 17 January 2019
Research visits	None, no current activities and no physical location

Sárkollektíva

Location	On-line collective in Hungary
Operational area of Interest	Creating buildings out of natural materials and to traditional designs
Web address	N/A
Mission	Not stated, but based on information available, it is assumed to be – <u>To raise awareness of the value of natural building materials and traditional building techniques and design for modern usage.</u>
Period of functioning	Not known
Funding	Not known
Staff	4 part time founders
Volunteers	Approximately 15 regular volunteers, plus up to 100 for activity-based projects
Visibility of Volunteers on website and in reality	Within the organisation, their visibility seems high, but the organisation has low visibility
Volunteer Questionnaires returned	0
Coordinator Questionnaires Returned	0
Interviews	0
Research visits	0 – no physical or on-line location

Szádvár Castle

Location	The castle is on the northern border of Hungary very close to Slovakia. The group is on-line
Operational area of Interest	Research, preservation and presentation of a ruined castle in rural Hungary
Web address	https://www.Szadvár.hu/english/
Mission	Not stated but assumed to be – To research, preserve, and engage the community in Szádvár Castle through regular maintenance and repair of the castle ruins
Period of functioning	The Friends of Szádvár started in 2006
Funding	Some grants, private and company donations.
Staff	0
Volunteers	
Visibility of Volunteers on website and in reality	The website does not state that all people involved are volunteers, but it is implied throughout. The people aspect of the organisation is strong. The physical visibility of volunteers is unknown due to lack of research visit.
Volunteer Questionnaires returned	0
Coordinator Questionnaires Returned	0
Interviews	1 with the Chairman of Szádvár Castle 11 February 2019
Research visits	None

Szentendre Skansen Village Museum

Location	Szentendre, Pest County, Hungary
Operational area of Interest	Hungarian folk architecture, housing culture and lifestyle
Web address	http://skanzen.hu/hu
Mission	<p>Stated on the website under 'Skansen – Mission' –</p> <p>The Open Air Ethnographic Museum is a non-profit, permanent institution open to the public for the benefit of society and its development. Its primary task is to research folk architecture and housing culture, to collect material and intellectual memories in the Hungarian language area, to preserve this heritage and to make the material of the collection versatile. publication. With the collections and research the museum participates in the preservation of the cultural heritage of rural Hungary, the social and cultural development of the settlements. Through its exhibitions, publications, knowledge transfer and leisure programs, through the presentation of tangible memories, lifestyle and habits, it provides a better understanding of folk traditions through the transmission of theoretical knowledge and practical knowledge that can be used in everyday life.</p>
Period of functioning	The Skansen was founded in 1967
Funding	Assumed to be Hungarian Government
Staff	76 named on the website
Volunteers	Approximately 170 plus Community Service students
Visibility of Volunteers on website and in reality	On the website under 'Skansen – Volunteers' is volunteer recruitment with full list of tasks and requirements. These tasks include visitor-facing roles and hands-on work with the collection, the site notes that most tasks require training and on-going commitment of the volunteer. The site also has testimonials from volunteers and explanation of the value of volunteering. Volunteers were at the Skansen during the research visit but not identified in any way.
Volunteer Questionnaires returned	5
Coordinator Questionnaires Returned	1
Interviews	2 with the staff member who supports volunteers and the voluntary Volunteer Coordinator 27 November 2018

Research visits	1 to the Skansen
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Appendix 2. Questionnaires and Interview Questions

The questionnaires were available in English and Hungarian. The questionnaires were generally distributed and returned by email. The original was created on Excel, it is transferred to a Word document here to fit into the Appendix.

Questionnaire for Volunteers, English Version

Dear Volunteer,

First of all, thank you for agreeing to help my research into 'Promoting Volunteering in Support of Cultural Heritage in Hungary and UK'. Your responses will form a key part for my MA thesis in 'Cultural Heritage, Management & Policy' at the Central European University in Budapest. According to research, about 40% of adults in UK do some form of voluntary work, while under 10% of Hungarians say they volunteer. There are economic and historical reasons for this difference which are difficult or impossible to change, but there are probably other reasons as well. My research will identify these other reasons and propose ways to overcome them to increase the number of active volunteers in Hungary.

The questionnaire should take no more than 15 minutes to complete.

When completed, please return this questionnaire to your Volunteer Coordinator, or direct to me at culver_karen@student.ceu.edu

Thank you for helping with my research.

Please enter "X" for as many as apply to you:

<input type="checkbox"/>	Male	<input type="checkbox"/>	Under 21 Years	<input type="checkbox"/>	Completed secondary education
<input type="checkbox"/>	Female	<input type="checkbox"/>	22-45 Years	<input type="checkbox"/>	Completed tertiary education
<input type="checkbox"/>	Prefer Not to Say	<input type="checkbox"/>	46-65 Years	<input type="checkbox"/>	Completed Professional Qualifications
		<input type="checkbox"/>	Over 65 Years		

For which organisation are you answering this questionnaire?

Regarding this organisation:

What is your task/s or role/s within the organisation? Please describe BRIEFLY

How much time do you expect to volunteer for this organisation each **month**?

<input type="checkbox"/> 6 hours or less	<input type="checkbox"/> 1 day or less	<input type="checkbox"/> 1 week or less	<input type="checkbox"/> Longer
<input type="checkbox"/> 7 - 12 hours	<input type="checkbox"/> 1 - 3 days	<input type="checkbox"/> 1 - 3 weeks	

How long have you worked with this organisation?

<input type="checkbox"/> Under one month	<input type="checkbox"/> 1-3 months	<input type="checkbox"/> 6 - 12 months
	<input type="checkbox"/> 4 - 6 months	<input type="checkbox"/> Over a year

What was your motivation to volunteer for this organisation? (mark as many as are relevant)

<input type="checkbox"/> The organisation	<input type="checkbox"/> Suggested by a friend	<input type="checkbox"/> Feeling of responsibility to the community
<input type="checkbox"/> The task you expected to do	<input type="checkbox"/> Invited by the managers	<input type="checkbox"/> Other - please specify below if possible
<input type="checkbox"/> The location or venue		

Were your duties clearly explained to you? (tick one only)

<input type="checkbox"/> Totally clear	<input type="checkbox"/> Mostly clear	<input type="checkbox"/> Mostly unclear	<input type="checkbox"/> Totally unclear
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Do you think your workload is ? (tick one only)

<input type="checkbox"/> Far too much	<input type="checkbox"/> A bit too much	<input type="checkbox"/> About right	<input type="checkbox"/> A bit too little	<input type="checkbox"/> Far too little
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Do you feel your skills and experience are used well within the organisation? (tick one only)

<input type="checkbox"/> Yes, totally	<input type="checkbox"/> Yes, mostly	<input type="checkbox"/> To some extent	<input type="checkbox"/> No, really not	<input type="checkbox"/> No, not at all
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Were the general terms & conditions of your volunteer work clearly explained to you? For example, time & place of your volunteering, access to the organisation's activities (tick one only)

☐ Totally clear ☐ Mostly clear ☐ Acceptable ☐ Mostly unclear ☐ Totally unclear

How were you recruited as a volunteer for this organisation? (tick as many as relevant)

☐ In response to an advert ☐ Contacted the managers and they invited me to volunteer
☐ Made a written application
☐ Had an interview ☐ Came along with a friend who was a volunteer
☐ Had an informal discussion with the organisers ☐ Just turned up and started work
☐ Other - please specify below if possible

Did you need any training for the task you were asked to do?

☐ YES ☐ NO

If YES, did you get the training you needed?

☐ YES ☐ NO

In the organisation you are volunteering for, do you have a manager / supervisor / 'go-to-advisor'?

☐ YES ☐ NO

If YES, (tick as relevant)

☐ Do all volunteers have one? ☐ Was this person identified to you? ☐ Did you ask this person to support you? ☐ Did this person offer to support you?

How would you rate your working relationship with him/her?

☐ Excellent ☐ Good ☐ Acceptable ☐ Poor ☐ Bad

Does this person communicate with you enough?

☐ Definitely YES ☐ Yes ☐ Acceptable ☐ No ☐ Definitely NO

Is their communication clear and understandable?

☐ Excellent ☐ Good ☐ Acceptable ☐ Poor ☐ Bad

Please, do you have any other comments about the support you received from the organisation?

From your experience, do you expect to continue to volunteer with this organisation?

☐ Definitely YES ☐ Probably Yes ☐ Maybe ☐ Probably not ☐ Definitely NOT

From your experience, would you recommend a friend to volunteer for this organisation?

☐ Definitely YES ☐ Probably Yes ☐ Maybe ☐ Probably not ☐ Definitely NOT

Apart from this organisation, do you volunteer for other organisations?

☐ Yes, regularly ☐ Yes, quite often ☐ Sometimes ☐ Not often ☐ No, only this one

Do you ever volunteer at events? For example, a festival, an exhibition or other one-off activities.

☐ YES ☐ NO

Have you ever faced difficulties when volunteering?

☐ YES ☐ NO

If YES, please can you describe them briefly?

Is your work as a volunteer important to you?

☐

Very important

☐

Important

☐

Not important

☐

Very unimportant

Do you enjoy the volunteering work you do?

☐

YES

☐

NO

Please can you say why?

Please return this questionnaire to your Volunteer Coordinator, or direct to me at
culver_karen@student.ceu.edu

Thank you for helping with my research.

Questionnaire for Volunteer Coordinators, English Version

Dear Volunteer Manager,

First of all, thank you for agreeing to help my research into 'Promoting Volunteering in Support of Cultural Heritage in Hungary and UK'. Your responses will form a key part for my MA thesis in 'Cultural Heritage, Management & Policy' at the Central European University in Budapest.

According to recent research, about 40% of adults in UK do some form of voluntary work, while under 10% of Hungarians say they volunteer. There are economic and historical reasons for this difference which are difficult or impossible to change, but there are probably other reasons as well. My research will identify these other reasons and propose ways to overcome them to increase the number of active volunteers in Hungary.

This questionnaire is divided into three short sections; these cover You, Your organisation, Your volunteers. It should take about 30 minutes to complete.

When completed, please return this questionnaire to your Coordinator, or direct to me at culver_karen@student.ceu.edu

Thank you for helping with my research.

Section 1 – about yourself

Please enter "X" for as many as apply to you:

<input type="checkbox"/>	Male	<input type="checkbox"/>	Under 21 Years	<input type="checkbox"/>	Completed secondary education
<input type="checkbox"/>	Female	<input type="checkbox"/>	22-45 Years	<input type="checkbox"/>	Completed tertiary education
<input type="checkbox"/>	Prefer Not to Say	<input type="checkbox"/>	46-65 Years	<input type="checkbox"/>	Completed Professional Qualifications
		<input type="checkbox"/>	Over 65 Years		

For which organisation are you answering these questions?

In this organisation, what is your job title?

What percentage of your time is spent managing and supporting your volunteers?

<input type="checkbox"/>	100%	<input type="checkbox"/>	75%	<input type="checkbox"/>	50%	<input type="checkbox"/>	25%	<input type="checkbox"/>	Other
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Are you (Tick as many as are relevant to you)

<input type="checkbox"/> volunteer	<input type="checkbox"/> Full time
<input type="checkbox"/> Paid staff	<input type="checkbox"/> Part time
<input type="checkbox"/> Mixture of both	<input type="checkbox"/> Occasional worker
<input type="checkbox"/> Other status - please specify below if possible	<input type="checkbox"/> Other – please specify below if possible

How long have you worked with this organisation?

<input type="checkbox"/> Under one month	<input type="checkbox"/> 1-3 months	<input type="checkbox"/> 6 - 12 months
	<input type="checkbox"/> 4 - 6 months	<input type="checkbox"/> Over a year

What do you enjoy about your job in the organisation? (tick as many as are relevant)

<input type="checkbox"/> The organisation	<input type="checkbox"/> Working with the	<input type="checkbox"/> Being responsible for a key task for the organisation
<input type="checkbox"/> The task you do	<input type="checkbox"/> Working with the management	
<input type="checkbox"/> The location	<input type="checkbox"/> Interaction with the organisation's audience	<input type="checkbox"/> Feeling of responsibility to the community
		<input type="checkbox"/> Other – please specify below if possible

Do you have a manager or supervisor in the organisation?

<input type="checkbox"/> YES	<input type="checkbox"/> NO
------------------------------	-----------------------------

If YES

–

How would you rate your working relationship with him/her?

<input type="checkbox"/> Excellent	<input type="checkbox"/> Good	<input type="checkbox"/> Acceptable	<input type="checkbox"/> Poor	<input type="checkbox"/> Bad
------------------------------------	-------------------------------	-------------------------------------	-------------------------------	------------------------------

Does this person communicate with you enough?

<input type="checkbox"/> Definitely YES	<input type="checkbox"/> Yes	<input type="checkbox"/> Acceptable	<input type="checkbox"/> No	<input type="checkbox"/> Definitely NO
---	------------------------------	-------------------------------------	-----------------------------	--

Is their communication clear and understandable?

☐ Excellent
 ☐ Good
 ☐ Acceptable
 ☐ Poor
 ☐ Bad

Please, do you have any other comments about the support you get from the organisers?

Is your work at this organisation important to you?

☐ Very important
 ☐ Important
 ☐ Not Important
 ☐ Very unimportant

Can you explain why?

Do you plan to continue to work for this organisation? ☐ YES ☐ NO

Can you explain why?

If YES, will you continue your current role? ☐ YES ☐ NO

Do you work with other organisation/s ? ☐ YES ☐ NO

If YES, are you (please tick as appropriate)

<input type="checkbox"/>	A volunteer	<input type="checkbox"/>	Full time
<input type="checkbox"/>	Paid staff	<input type="checkbox"/>	Part time
<input type="checkbox"/>	Mixture of both	<input type="checkbox"/>	Occasional worker
<input type="checkbox"/>	Other status - please specify below if possible	<input type="checkbox"/>	Other status - please specify below if possible

IF you work with another organisation, is it a -

<input type="checkbox"/>	Commercial organisation	<input type="checkbox"/>	Culture related
<input type="checkbox"/>	Governmental or quasi-governmental	<input type="checkbox"/>	Not cultural related
<input type="checkbox"/>	Other - please specify below if possible	<input type="checkbox"/>	Other - please specify below if possible

Section 2 – about your organisation

Is the organisation -

<input type="checkbox"/>	National	<input type="checkbox"/>	Permanent
<input type="checkbox"/>	Regional	<input type="checkbox"/>	Regular event based
<input type="checkbox"/>	Local	<input type="checkbox"/>	Occasional event based
<input type="checkbox"/>	Other	<input type="checkbox"/>	Other

How many **full-time staff** work for your organisation?

<input type="checkbox"/>	None	<input type="checkbox"/>	1 - 5	<input type="checkbox"/>	6 - 20	<input type="checkbox"/>	22 - 50	<input type="checkbox"/>	51 - 100	<input type="checkbox"/>	More than 100
--------------------------	------	--------------------------	-------	--------------------------	--------	--------------------------	---------	--------------------------	----------	--------------------------	---------------

How many **part time staff** work for your organisation?

<input type="checkbox"/>	None	<input type="checkbox"/>	1 - 5	<input type="checkbox"/>	6 - 20	<input type="checkbox"/>	22 - 50	<input type="checkbox"/>	51 - 100	<input type="checkbox"/>	More than 100
--------------------------	------	--------------------------	-------	--------------------------	--------	--------------------------	---------	--------------------------	----------	--------------------------	---------------

Did the organisation recruit volunteers as a part of a deliberate strategic action?

<input type="checkbox"/>	YES	<input type="checkbox"/>	NO
--------------------------	-----	--------------------------	----

If YES, can you briefly describe the aim (if you know)

--

Do your volunteers

–

Cover the role previously done by paid staff?

<input type="checkbox"/>	YES	<input type="checkbox"/>	NO
--------------------------	-----	--------------------------	----

Have new roles that were not done at all before?

☐ YES☐ NO

Other – please describe below

How important are the volunteers to the success of the organisation?

☐ Very important☐ Important☐ Moderate☐ Not important☐ Very unimportant

As the Volunteers' Manager, are you satisfied with the volunteers' activities?

☐ Very satisfied☐ Satisfied☐ Moderate☐ Not satisfied☐ Very unsatisfied

Can you explain why?

Any other comments about the organisation?

Section 3 - Your Volunteers

Regular Volunteers

How many volunteers work **regularly** with your organisation?

☐ None☐ 1 - 5☐ 6 - 20☐ 21 - 50☐ 51 - 100☐ More than 100

On average, how many hours does each regular volunteer work for you per **month**?

☐ None☐ 1 - 5☐ 6 - 20☐ 21 - 50☐ 51 - 100☐ More than 100

Approximately, what is the gender distribution of your regular volunteers? Please mark to indicate

All Female

10

0%

F

90

%

F

80

%

F

70

%

F

60

%

F

50

%

M

/F

60

%

M

70

%

M

80

%

M

90

%

M

All Male

10

0%

M

Approximately what is the age distribution of your regular volunteers?
(mark as relevant, ideally with % of volunteers)

15 -
2425 -
4445 -
65Over
65

What tasks do your regular volunteers do? Please list
below

Occasional Volunteers

How many volunteers work **occasionally** with your
organisation?

None

1 - 5

6 -
2021 -
5051 -
100

More than 100

On average, how many hours does each occasional volunteer work for you per **year**?

None

1 - 5

6 -
2021 -
5051 -
100

More than 100

Approximately, what is the gender distribution of your occasional volunteers? Please mark to indicate

All Female

10

0%

F

90

%

F

80

%

F

70

%

F

60

%

F

50

%

M

/F

60

%

M

70

%

M

80

%

M

90

%

M

All Male

10

0%

M

Approximately what is the age distribution of your **occasional** volunteers?
(mark as relevant, ideally with % of volunteers)

15 -
2425 -
4445 -
65Over
65

What tasks do your **occasional** volunteers do? Please list below

Approximately, how many of your volunteers leave each year and need to be replaced?

<input type="text"/> 1 - 5	<input type="text"/> 6 - 20	<input type="text"/> 21 - 50	<input type="text"/> 51 - 100	<input type="text"/> Other
----------------------------	-----------------------------	------------------------------	-------------------------------	----------------------------

Apart from you, do the volunteers have supervisors / go-to-advisors?

If YES or
SOME

<input type="text"/> Yes	<input type="text"/> Some	<input type="text"/> No
<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>

<input type="text"/> Is this part of a formal organisational structure?	<input type="text"/> Is this an informal arrangement by the volunteers?	<input type="text"/> Other - please specify below
---	---	---

Have you ever faced difficulties with your volunteers?

<input type="text"/> Yes	<input type="text"/> No
--------------------------	-------------------------

If YES, please can you describe them briefly?

Please, do you have any other comments about volunteers and this organisation?

Please return this questionnaire to your Coordinator, or direct to me at
culver_karen@student.ceu.edu

Thank you for helping with my research.

Interview for Volunteer Coordinators / Managers

- Can you briefly describe your volunteer programme? Volunteer tasks / roles / numbers
- What you see as the key reason for establishing a volunteer programme?
- How does the volunteer programme fit within your organisation and its structure?
- What is the typical volunteer profile in your organisation? In terms of age, gender, education?
- Your opinions of what prompts your volunteers to join? And then to stay within the organisation?
- How is the communication with your volunteers done, & by whom?
- Volunteers are said to be looking for intrinsic rewards. For your volunteers what do you think they might be?
- What are the benefits your organisation gains from volunteers?
- How would you evaluate the success or otherwise of your volunteer programme, and why?

Interview for Volunteers

- Name of organisation
- What prompted you to volunteer for this organisation?
- What tasks do you do for the organisation? Are you happy with these tasks?
- Is your volunteer work different from your current / previous work? If so, how? (ref task and levels of autonomy)
- Would you like to learn other tasks? If so, what? How would you learn them?
- How closely do you work with paid staff, and how important is this to you? What is the role of these paid staff?
- Do you have a go-to manager to help you? Are they paid staff or volunteer? Does their status make a difference?
- How involved do you feel with the organisation, are you important to it?
- If you made a suggestion about the working of the organisation, do you think they would listen to you? And does this matter?

Interview for Museum Operations Staff

- What is your understanding of the goals of the museum?
- Your understanding of the volunteer programme and its aims
- Do you think the Volunteer programme is useful to the museum?
- Can you envisage other ways the museum could engage with volunteers?
- With training and supervision, do you think volunteers could support you in your role?
- Could your role or the role of the museum be expanded / improved through volunteers?
- Have you ever worked with volunteers in this organisation? Why or Why not?

- Did it work well? What was your experience of this?
- Did it change the outcome in anyway? What did the volunteer contribute, what might they have contributed?
- Would you consider working with volunteers (again) and if so, doing what, and what skills would you like the volunteers to have?
- Would you ever consider training a volunteer / s to be able to help you in various tasks?

Interviews with Organisation Directors

- What was the original aim in setting up the volunteer programme?
- How and where does the volunteer programme fit within your organisational structure and culture?
- What are your plans and expectations for the future of the programme?

Appendix 3. Analysis of Questionnaire Responses

This presents the analysis of the data collected from questionnaires. In all cases the original Excel sheets have been converted into Word for inclusion and some formatting has been lost.

Overview Data

UK Agency	Status	Number of Volunteer	Volunteer Questionnaires returned	Observation	Volunteer Coordinator	Volunteer Coordinator Questionnaires	Interview
Clitheroe Civic Soc	local, independent	under 10	2	n	chairman	1	1
Glamorgan Archive	regional, governmental		4	n	y	0	1
Museum of Childhood	national, governmental		2	n	y		1
North of England Civic Trust	regional	7	0	n	y	1	1
Priddy Folk Festival	local, independent	250	22	n		1	1
Seaton Tramway	local, independent		6	n	y		1
Hungarian Agency		Number of Volunteer	Volunteer Questionnaires returned	Observation	Volunteer Coordinator	Volunteer Coordinator Questionnaires	interview
Ari Kupsus Szalon Concerts	local, independent			y			3
Aquincum	national, governmental	few		y	1	0	4
Budapest100	local, independent	200	3	y	1	1	5
Community Archaeology Association	local, independent	Over 50	5	y		0	1
Fortepan	national, independent			y			1
Hungarian National Archive	national, governmental	8		y	1		5
Matrica Museum	regional, governmental		16	y	1	1	2
Museum of Trade and Tourism	national, governmental		16	y	1	1	4
National Gallery (Buda Castle)	national, governmental	200	12	y	1		3
Hungarian National Museum	national, governmental		22	y	1	1	0
Óvás	local, independent	under 10	1	n			1
Sárkollektíva	local, independent		1	n		1	0

Friends of Szádvár castle	local, independent			n			1
Szentendre Skansen	national, governmental		5	y	1	1	2
TOTALS			117			9	38

Hungarian Volunteer Responses

Organisation	Gender		Age				Education			Time per month							Length of Service				
	Male	Female	under 21	22 - 45	46-65	over 65	Secondary	Tertiary	Profession	Under 6 hours	7-12 hours	Under 1 day	1 - 3 days	Under week	1 - 3 weeks	Longer	Under 1 month	1 - 3 months	4 - 6 months	6 - 12 months	Over 1 year
Community Archaeology Assoc	5			5			2	2	2			2	1	2					1		4
Museum Trade & Tourism	1	15			3	11	1	13			3	1	6	4	1	1		2		3	11
Aquincum																					
Fortepan																					
Hungarian National Gallery		12			4	8	1	10			5		7				2	1	1		8
Hungarian National Museum	3	18	2	10	6	3	1	7	1		2	1	18	1					2	5	15
ÓVÁS!		1		1								1									
Ari Kupsus Szalon Concerts	1			1				1													1
Sárkollektíva		1		1				1											1		
Szentendre Skansen		5		1	2	2	1	4	1				3	1				1			4
Szádvár Castle																					
Budapest 100	1	1		2	1		1	1					2		1						3
National Archive																					
Total	11	53	2	21	16	24	7	39	4	0	10	5	37	8	2	1	2	4	5	8	46
%	17%	83%	3%	33%	25%	38%	14%	78%	8%	0%	16%	8%	59%	13%	3%	2%	3%	6%	8%	12%	71%
Matrica museum - School Community Service	6	10	15		1		1		1	8	4		1		3		10	1	2	1	2
%	38%	63%	94%	0%	6%	0%	50%	0%	50%	50%	25%	0%	6%	0%	19%	0%	63%	6%	13%	6%	13%

CEU
Collection

<u>Organisation</u>	<u>Motivation to Volunteer</u>							<u>Explanation of Duties</u>				<u>Workload</u>				
	The organisation	The task you could do	The location	Suggested by friend	Invited by Managers	Community responsibility	others	Totally clear	Mostly clear	Mostly unclear	Totally unclear	Too much	Bit too much	About right	Bit too little	Much too little
Community Archaeology Assoc	3		3	1			1	4	1					4	1	
Museum Trade & Tourism	6	2	9	3			6	10	4	2				14		
Aquincum																
Fortepan																
Hungarian National Gallery	5	4	10	3			1	11						11		
Hungarian National Museum	9	8	16	5			2	19	3					22		
ÓVÁS!	1		1					1							1	
Ari Kupsus Szalon Concerts	1		1	1				1						1		
Sárkollektíva			1	1				1						1		
Szentendre Skansen	1	1	4	1			3	4	1					5		
Szádvár Castle																
Budapest 100	1	1	1				2	3					1	1		1
National Archive																
Total	27	16	46	15	0	0	15	54	9	2	0	0	1	59	2	1
%	23%	13%	39%	13%	0%	0%	13%	83%	14%	3%	0%	0%	2%	94%	3%	2%
Matrica museum - School Community Service	2	3	3	9	1		1	10	3	1	1	2	2	11	1	
%	11%	16%	16%	47%	5%	0%	5%	67%	20%	7%	7%	13%	13%	69%	6%	0%

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Organisation	Good use of skills					Explanation of Conditions					Recruitment Process							
	Totally	Mostly	To some extent	Not really	Not at all	Totally clear	Mostly clear	OK	Mostly unclear	Totally unclear	Respond to Advert	Written Application	Interview	Informal discussion	Managers invited	Came along with Friend	Turned up and just	Other
Community Archaeology Assoc	2	3				4		1			1					2	2	3
Museum Trade & Tourism	4	6	5			9	4	3			5		2	3	1	3	3	2
Aquincum																		
Fortepan																		
Hungarian National Gallery	6	5				11					6	5	8	2	2	1		1
Hungarian National Museum	7	6	8	1		19	2	1			15	6	13	2	1			
ÓVÁS!	1					1												1
Ari Kupsus Szalon Concerts	1					1										1		
Sárkollektíva			1				1				1			1				
Szentendre Skansen	1	3	1			1	2	2						1				4
Szádvár Castle																		
Budapest 100	1	2				2	1							1			2	1
National Archive																		
Total	23	25	15	1	0	48	10	7	0	0	28	11	23	10	4	7	7	12
%	36%	39%	23%	2%	0%	74%	15%	11%	0%	0%	27%	11%	23%	10%	4%	7%	7%	12%
Matrica museum - School Community Service	2	8	4	2		7	6	1	1	1	3		1	2	2	7	1	2
%	13%	50%	25%	13%	0%	44%	38%	6%	6%	6%	17%	0%	6%	11%	11%	39%	6%	11%

<u>Organisation</u>	<u>Training Needs</u>		<u>Training given</u>		<u>Supervisor</u>							<u>Working relationship</u>				
	Yes	No	Yes	No	Yes	No	All volunteers have one	Person was allocated	I asked person to supervise	Supervisor offered		Excellent	Good	Average	Poor	Bad
Community Archaeology Assoc	4	1	4	1	5		2	1	1	1		3	2			
Museum Trade & Tourism	7	8	11		16		6	3	4	2		10	4	1		
Aquincum																
Fortepan																
Hungarian National Gallery	10	2	10	2	12		8	3	1			9	3			
Hungarian National Museum	21	1	21	1	21		21	2		1		12	10			
ÓVÁS!		1			1					1		1				
Ari Kupsus Szalon Concerts		1		1								1				
Sárkollektíva	1		1		1		1						1			
Szentendre Skansen	4	1	4		4	1	3					3	1			
Szádvár Castle																
Budapest 100	2	1	2		3		1	1		1		3				
National Archive																
Total	49	16	53	5	63	1	42	10	6	6		42	21	1	0	0
%	75%	25%	91%	9%	98%	2%	66%	16%	9%	9%		66%	33%	2%	0%	0%
Matrica museum - School Community Service	1	15	8	7	13	3	5	1	4	3		1	3			
%	6%	94%	53%	47%	81%	19%	38%	8%	31%	23%		25%	75%	0%	0%	0%

CEU eTD Collection

<u>Organisation</u>	<u>Quantity of Comms</u>					<u>Quality of comms</u>					<u>Continue</u>					<u>Recommend a friend</u>				
	Definitely yes	Yes	Acceptable	No	Definitely no	Excellent	Good	Acceptable	Poor	Bad	Definitely yes	Yes	Maybe	No	Definitely no	Definitely yes	Yes	Maybe	No	Definitely no
Community Archaeology Assoc	2	2		1		3	1	1			4	1				2	2	1		
Museum Trade & Tourism	6	5	3			9	4	2			13	3				10	4	1	1	
Aquincum																				
Fortepan																				
Hungarian National Gallery	7	4	1			8	4				11	1				9	3			
Hungarian National Museum	10	11	1			8	14				14	8				10	9	3		
ÓVÁS!	1					1					1						1			
Ari Kupsus Szalon Concerts		1					1				1					1				
Sárkollektíva		1					1					1					1			
Szentendre Skansen	2	2				3	1				4	1				2	3			
Szádvár Castle																				
Budapest 100	1	2				3					3					3				
National Archive																				
Total	29	28	5	1	0	35	26	3	0	0	51	15	0	0	0	37	23	5	1	0
%	46%	44%	8%	2%	0%	55%	41%	5%	0%	0%	77%	23%	0%	0%	0%	56%	35%	8%	2%	0%
Matrica museum - School Community Service	4	7	4			6	7	1	1		2	3	5	5	1	4	4	7		1
%	27%	47%	27%	0%	0%	40%	47%	7%	7%	0%	13%	19%	31%	31%	6%	25%	25%	44%	0%	6%

CEU eTD Collection

<u>Organisation</u>	<u>Volunteer elsewhere</u>					<u>Volunteer at times</u>	<u>Faced difficulties</u>		<u>Vol work important</u>					<u>Enjoyment</u>	
	regularly	Yes quite often	Sometimes	Not often	No only here	Yes	No	Yes	No	Very important	Important	Not very important	Very not important	Yes	No
Community Archaeology Assoc			2		3	2	3	1	4	1	2	2		5	
Museum Trade & Tourism	4	1	1	1	8	13	3	2	12	7	9			16	
Aquincum															
Fortepan															
Hungarian National Gallery	2		1		9	4	8	4	8	6	6			12	
Hungarian National Museum		1	3	4	14	9	12	5	16	11	11			21	
ÓVÁS!					1	1					1				
Ari Kupsus Szalon Concerts					1				1	1				1	
Sárkollektíva			1			1			1		1			1	
Szentendre Skansen	2			1	2	3	2	2	2		5			5	
Szádvár Castle															
Budapest 100	1		1	1		3		2	1	2	1			3	
National Archive															
Total	9	2	9	7	38	36	28	16	45	28	36	2	0	64	0
%	14%	3%	14%	11%	58%	56%	44%	26%	74%	42%	55%	3%	0%	100%	0%
Matrica museum - School Community Service		2	4	2	8	9	7	1	13	1	8	6	1	9	7
%	0%	13%	25%	13%	50%	56%	44%	7%	93%	6%	50%	38%	6%	56%	44%

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UK Volunteer Responses

Organisation	Gender			Age					Education				Time per month								Length of Service					
	Male	Female		Under 21	22 - 45	46-65	Over 65		Secondary	Tertiary	Profession		Under 6 hours	7-12 hours	Under 1 day	1 - 3 days	Under week	1 - 3 weeks	Longer		Under 1 month	1 - 3 months	4 - 6 months	6 - 12 months	Over 1 year	
Clitheroe Civic Soc	1	1					2				1					1		1							2	
Glamorgan Archive	2	3			1		4		1	3	1		1	2	1		1						2		3	
Museum of Childhood	-	2			1		1			1	1				1	1						1			1	
North of England Civic Trust																										
Priddy Folk Festival	6	22			2	14	4		4	9	12		2	17	1	1									16	
Seaton Tramway	5					2	3			5	3		1		1	2	1	1					1		5	
	14	28		0	4	16	14		5	18	18		4	19	4	5	2	2	0		0	1	3	0	27	
	33.33 %	66.67 %		0.00 %	11.76 %	47.06 %	41.18 %		12.20 %	43.90 %	43.90 %		11 %	53 %	11 %	14 %	6 %	6 %	0 %		0 %	3 %	10 %	0 %	87 %	

Organisation		Motivation to Volunteer								Explanation of Duties					Workload					
		The organisation	The task you could do	The location or venue	Suggested by friend	Invited by Managers	Community responsibility	Others		Totally clear	Mostly clear	Mostly unclear	Totally unclear		Too much	Bit too much	About right	Bit too little	Much too little	
Clitheroe Civic Soc		1			2		2	1		1		1				1	1			
Glamorgan Archive		4	3	1	2		3	2		2	3						5			
Museum of Childhood		1		1	1			2			2						1	1		
North of England Civic Trust																				
Priddy Folk Festival		16	2	10	6	2	7	3		17	4						20	1		
Seaton Tramway		3	5	3				1		5	1						5		1	
		25	10	15	11	2	12	9		25	10	1	0		0	1	32	2	1	
		30%	12%	18%	13%	2%	14%	11%		69%	28%	3%	0%		0%	3%	89%	6%	3%	

Organisation		Good use of skills						Explanation of Ts & Cs						Recruitment Process								
		Totally	Mostly	To some extent	Not really	Not at all		Totally clear	Mostly clear	OK	Mostly unclear	Totally unclear		Respond to Advert	Written Application	Interview	Informal discuss with org	Managers invited	Came along with Friend	Turned up and just started	Other	
Clitheroe Civic Soc		2						1			1						1		1			
Glamorgan Archive		2	1	2				4	1					1	3	2	3					
Museum of Childhood			1	1					2					1	1	1	1	2				
North of England Civic Trust																						
Priddy Folk Festival		6	3	10	1	1		17	4					4	11		1	6	3			
Seaton Tramway		1	4	1				5	1					1	4	3		2			1	
		11	9	14	1	1		27	8	0	1	0		7	19	6	6	10	4	0	1	
-		31%	25%	39%	3%	3%		75%	22%	0%	3%	0%		13%	36%	11%	11%	19%	8%	0%	2%	

Organisation		Training Needs			Training given			Supervisor							Working relationship						
		Yes	No		Yes	No		Yes	No		All vols have one	Person was allocated	Vol asked person to supervise	Supervisor offered		Excellent	Good	Average	Poor	Bad	
Clitheroe Civic Soc			2					1	1			1					1				
Glamorgan Archive		1	4		1			5			3	3	3	3		2	3				
Museum of Childhood		1	1		1			2			2	2		2		2					
North of England Civic Trust																					
Priddy Folk Festival		19	1		19	1		20	1		11	16	3	9		14	6				
Seaton Tramway		6			6			6			5	3		2		5	1				
		27	8		27	1		34	2		21	25	6	16		23	11	0	0	0	
		77%	23%		96%	4%		94%	6%		31%	37%	9%	24%		68%	32%	0%	0%	0%	

Organisation		Quantity of Comms						Quality of comms						Continue						Recommend a friend					
		Definitely yes	Yes	Acceptable	No	Definitely no		Excellent	Good	Acceptable	Poor	Bad		Definitely yes	Yes	Maybe	No	Definitely no		Definitely yes	Yes	Maybe	No	Definitely no	
Clitheroe Civic Soc									1					2						1	1				
Glamorgan Archive		1	3	2				3	2					5						4	1				
Museum of Childhood			2					1	1					1	1					1	1				
North of England Civic Trust																									
Priddy Folk Festival		13	7					16	4					19	2					19	2				
Seaton Tramway		3	3					2	4					5	1					4	2				
		17	15	2	0	0		22	12	0	0	0		32	4	0	0	0		29	7	0	0	0	
		50%	44%	6%	0%	0%		65%	35%	0%	0%	0%		89%	11%	0%	0%	0%		81%	19%	0%	0%	0%	

Organisation		Quantity of Comms						Volunteer elsewhere						Volunteer ad hoc (festival)			Faced difficulties			Vol work important					Enjoyment		
		Definitely yes	Yes	Acceptable	No	Definitely no		Yes regularly	Yes quite often	Sometimes	Not often	No only at this org		Yes	No		Yes	No		Very important	Important	Not very important	Very unimportant		Yes	No	
Clitheroe Civic Soc										1		1		1	1		1	1		1	1				2		
Glamorgan Archive		1	3	2				2			1	1		1	4			5			5				4		
Museum of Childhood			2					1				1		1	1		2			2					2		
North of England Civic Trust																											
Priddy Folk Festival		13	7					11	1	7		1		18	3		1	10		9	11				21		
Seaton Tramway		3	3					3	1			2		4	2			5		5	1				5		
		17	15	2	0	0		17	2	8	1	6		25	11		4	21		17	18	0	0		34	0	
		50 %	44 %	6%	0%	0%		50 %	6%	24 %	3%	18 %		69 %	31 %		16%	84%		49 %	51 %	0%	0%		100 %	0%	

Responses from Hungarian and UK Volunteer Coordinators

		Budapest 100	Matrica Museum	Museum of Trade & Tourism	Hungarian National Gallery	Hungarian National Museum	Sárkollektíve	Szentendr e Skansen	Priddy Folk Festiva l	North England Civic Trust	Clitheroe Civic Society	Totals
Gender	Male						1		1		1	3
	Female	1	1	1	1	1		1		1		7
Age	under 21											
	22-45	1			1	1	1		1	1		6
	46-65		1	1								2
Education	over 65							1			1	2
	Secondary											
	tertiary			1	1	1	1	1		1	1	7
	Professional								1	1	1	3
% time with Volunteers	100%					1		1				2
	75%				1				1	1		3
	50%											
	25%	1		1			1				1	4
	other		1									1
Are you...?	A volunteer	1					1	1	1		1	5
	Paid staff		1	1	1	1				1		5
	Mixture of both											
	Other status											
	Full time		1	1	1	1			1			5
	Part time						1			1		2
	Occasional worker											
	Other											
Length of service	Under month											

	1-3 month											
	4-6 months					1				1		2
	6-12 months											
	over 1 year	1	1	1	1		1	1	1		1	8
Enjoyment of job	The organisation	1		1		1	1	1	1		1	7
	The task you do	1	1	1	1			1			1	6
	The location				1	1			1	1	1	5
	Working with the volunteers	1	1		1			1	1	1	1	7
	Working with the management					1		1				2
	Interaction with audience		1	1			1			1	1	5
	Being responsible for a key task for the organisation			1	1	1	1		1		1	6
	Feeling of responsibility to the community	1			1			1	1		1	5
	Other											
Supervisor?	Yes	1	1	1	1	1		1	1	1		8
	No						1				1	2
Working relationship	Excellent		1			1				1		3
	Good	1		1	1				1			4
	Accpetable											
	Poor											
	Bad											
Quantity communication	Definitely yes											
	Yes	1	1		1	1		1	1	1		7
	Acceptable											
	No			1								1

	Definitely no											
Quality communication	Excellent					1				1		2
	Good				1			1	1			3
	Accpetable	1		1								2
	Poor											
	Bad											
Importance of work	Very important			1	1		1			1		4
	Important	1	1			1		1	1		1	6
	Not important											
	Very unimportant											
Will you continue	yes	1	1	1	1	1	1	1		1	1	9
	no								1			1
if yes, in same job?	yes	1	1	1	1		1	1		1	1	8
	no					1						1
Do you work elsewhere	yes			1			1		1	1		4
	no	1	1		1	1		1			1	6
if YES	A volunteer			1			1					2
	Paid staff						1		1	1		3
	Mixture of both											
	Other status											
	Full time								1			1
	Part time											
	Occasional worker						1			1		2
Is the other organisation..	Other status			1								1
	Commercial organisation						1		1	1		3
	Governmental or quasi-governmental											
	Other			1								1
	Culture related			1						1		2

	Not cultural related							1			1
	Other					1					1
Your organisation	National			1	1	1	1	1			5
	Regional								1		1
	Local	1	1						1	1	4
	Other										
	Permanent		1	1	1	1			1		6
	Regular event based							1			1
Number full time staff	Occasional event based										
	Other										
	none					1		1		1	3
	between 1 & 5	1	1						1		3
	between 6 & 20			1							1
	between 21 & 50										
	between 51 & 100										
	Over 100				1						1
Number part time staff	none									1	1
	Between 1 & 5			1				1	1		3
	Between 6 & 20		1								
	Between 21 & 50				1						1
	Between 51 & 100										
	Over 100					1					1
Volunteer recruitment strategic	yes			1	1	1	1		1	1	6
	no	1	1							1	3
Do volunteers do jobs of staff	yes		1	1	1	1	1	1			6
	no	1				1			1	1	5
Do volunteers do new jobs	yes	1		1				1	1	1	6
	no	1			1						2
Importance of volunteers in organisation success											
	Very important	1		1	1	1			1	1	6

Are you satisfied with your volunteers	important					1	1		1		3
	Moderate	1									
	Not important										
	Very unimportant										
	Very satisfied			1				1		1	3
	Satisfied	1	1		1	1	1		1		6
	Moderate										1
	Unsatisfied										
	Very unsatisfied										
Number regular volunteers	none										
	Between 1 & 5								1		1
	Between 6 & 20	1		1		1	1			1	5
	Between 21 & 50				1						1
	Between 51 & 100										
	Over 100			1				1			2
	none										
	Between 1 & 5								1		1
	Between 6 & 20	1		1	1	1	1	1		1	7
	Between 21 & 50		1								1
Average hours per month	Between 51 & 100										
	Over 100										
	none										
	Between 1 & 5								1		1
	Between 6 & 20	1		1	1	1	1	1		1	7
	Between 21 & 50		1								1
	Between 51 & 100										
	Over 100										
	% male	20	10	10	20	40		50	30	40	
	% female	80	90	90	80	60		50	70	60	
Gender distribution	15 - 24				x	30%		20			
	25 - 45	x				65%		40			
	46 - 65		x	x	x	5%		10	x		
	Over 65				x	0		30		x	
Age distribution											
Number occasional vols	none			1							1
	Between 1 & 5				1				1		2

Average hours per event /year	Between 6 & 20			1						1	2
	Between 21 & 50						1				1
	Between 51 & 100					1					1
	Over 100	1									1
	None										
	Between 1 & 5										
	Between 6 & 20			1	1	1	1		1	1	6
	Between 21 & 50										
	Between 51 & 100	1									1
	Over 100										
Gender distribution	% male	20		10		30	40	50		30	30
	% female	80		90		70	60	50		70	70
Age distribution	15 - 24						30%				
	25 - 45	x		x		x	65%				
	46 - 65						5%		x		
	Over 65						0			1	
Volunteer turnover pa	Between 1 & 5					1	1			1	1
	Between 6 & 20	1		1	1						3
	Between 21 & 50										
	Between 51 & 100										
	Over 100										
Do volunteers have supervisors	yes		1	1	1		1	1		1	6
	some	1							1		2
	no					1				1	2
If yes or some ...	Part of formal structure	1	1	1	1		1		1	1	7
	Informal arrangement	1									1
	other										
Any difficulties with vols	yes	1		1		1	1		1	1	6
	no		1		1					1	3

