

SFTMVA1

Contribute to the development of strategy in an organisation that involves volunteers



Overview

This unit is about contributing to the development of strategy in an organisation that involves volunteers. It covers helping to identify the organisation's stakeholders, their needs, preferences and other factors in order to make informed suggestions for improvements to the organisation's strategy.

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Performance criteria

You must be able to:

- P1 identify your organisation's stakeholders, including actual and potential beneficiaries, volunteers and staff
- P2 research stakeholders' needs and preferences that can potentially be met by your organisation
- P3 research the impact of key political, economic, social, technological and legal factors on your organisation's strategic objectives
- P4 consult on your research findings with stakeholders using methods designed to stimulate a broad range of responses
- P5 help stakeholders provide informed feedback, taking account of their diverse needs, abilities and preferences
- P6 suggest improvements to your organisation's strategic objectives in ways that will influence decision-makers
- P7 provide a rationale for your suggestions based on the evidence you have collected
- P8 record all information in ways that will help future planning and activities

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Knowledge and understanding

You need to know and understand:

Activity and project management

- K1 key political, economic, social, technological and legal factors
- K2 quality assurance and continuous improvement principles, methods, tools and techniques

Analysis, accounting and decision-making

You need to know and understand:

- K3 analytical principles, methods, tools and techniques
- K4 creative-thinking principles, methods, tools and techniques
- K5 evaluation principles, methods, tools and techniques
- K6 planning principles, methods, tools and techniques
- K7 principles, methods, tools and techniques for developing evidence-based proposals
- K8 prioritisation principles, methods, tools and techniques

Information and communication

You need to know and understand:

- K9 communication principles, methods, tools and techniques
- K10 information gathering principles, methods, tools and techniques
- K11 questioning principles, methods, tools and techniques
- K12 record-keeping principles, methods, tools and techniques
- K13 research and investigative principles, methods, tools and techniques

People management

You need to know and understand:

- K14 consultation principles, methods, tools and techniques
- K15 diversity principles, methods, tools and techniques
- K16 equality principles, methods, tools and techniques
- K17 feedback principles, methods, tools and techniques
- K18 influencing principles, methods, tools and techniques
- K19 motivation principles, methods, tools and techniques

Work context

You need to know and understand:

- K20 current and future roles and responsibilities in your organisation
- K21 your organisation's beneficiaries and their diverse interests, needs, abilities and preferences
- K22 your organisation's stakeholders and their diverse interests, needs, abilities and preferences
- K23 your organisation's culture, values and ethos
- K24 your organisation's vision, mission and strategic objectives
- K25 your organisation's volunteers and their diverse interests, needs, abilities

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and preferences

K26 your own knowledge, skills and competence and the limits of these

K27 your role and responsibilities

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Additional Information

Behaviours

1. Adaptability and innovation

- 1.1 seize the opportunities presented by diversity
- 1.2 challenge the status quo and seek better alternatives
- 1.3 generate and recognise imaginative and innovative solutions

2. Communication

- 2.1 identify people's information needs
- 2.2 listen actively, ask questions, clarify points and rephrase others' statements to check mutual understanding
- 2.3 adopt communication media and styles appropriate to people and situations
- 2.4 present information clearly, concisely, accurately and in ways that promote understanding
- 2.5 use a range of communication styles and techniques to maintain people's interests and attention

3. Entrepreneurship

- 3.1 do things without being asked or forced to by events

4. Ethical stance

- 4.1 comply with, and ensure that others comply with, legal requirements, industry regulations, organisational policies and professional codes
- 4.2 act within the limits of your authority
- 4.3 set objectives and create cultures that are ethical and sustainable

5. Focus on results

- 5.1 prioritise objectives and schedule work to make the best use of time and resources
- 5.2 take personal responsibility for making things happen
- 5.3 focus personal attention on specific details that are critical to achieving successful results
- 5.4 take pride in delivering high quality, accurate work

6. Information and knowledge management

- 6.1 identify sources of information to meet current and foreseeable requirements

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- 6.2 use cost-effective and time-effective means to gather, store and retrieve information
- 6.3 make best use of existing sources of information
- 6.4 check the validity and reliability of information
- 6.5 analyse and structure information to develop knowledge that can be shared
- 6.6 make appropriate information and knowledge available promptly to those who have a right to it

7. Persuasiveness

- 7.1 seek to understand people's needs and motivations
- 7.2 present self positively to others
- 7.3 state own opinions, views and requirements clearly
- 7.4 identify clearly the value and benefits to people of a proposed course of action
- 7.5 present information and arguments convincingly and in ways which strike a chord with people
- 7.6 use factual evidence to support arguments
- 7.7 deploy a range of legitimate strategies and tactics to influence people
- 7.8 create a sense of common purpose

8. Political awareness

- 8.1 develop plans to meet the priorities of policy makers
- 8.2 balance collective interests with the interests of your own area of work
- 8.3 show sensitivity to internal and external politics that impact on your own area of work

9. Relationship management

- 9.1 identify and work with people and organisations who can provide support for own work
- 9.2 encourage free and reciprocal exchange of information and resources
- 9.3 keep promises and honour commitments

10. Self-management

- 10.1 set achievable objectives for self and give a consistent and stable performance
- 10.2 accept feedback from others without becoming defensive

11. Strategic awareness

- 11.1 display a good understanding of how different factors in the work

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context relate to each other

- 11.2 maintain up-to-date information on the political, economic, social, technological and legal factors that impact on work
- 11.3 identify key stakeholders and their interests
- 11.4 anticipate likely future scenarios based on a realistic analysis of trends and developments
- 11.5 work towards a clearly defined vision of the future

12. Thinking and decision-making

- 12.1 identify the range of elements in a situation and how they relate to each other
- 12.2 identify the implications or consequences of a situation
- 12.3 use own and others' experience to understand a situation
- 12.4 produce and test a variety of solutions before taking a decision
- 12.5 balance intuition with logic in decision making

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