
Overview

This unit is about developing your organisation's volunteering policy. It involves identifying how volunteers can contribute to strategic goals, assessing and managing the risks in involving volunteers, developing policy for integrating volunteers, and gaining understanding and support for your volunteering policy.

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Develop a volunteering policy

Performance criteria

Identify how volunteers can contribute to strategic goals

You must be able to:

- P1 review and confirm your understanding of the organisation's culture, values and goals
- P2 identify and evaluate the unique contributions that volunteers can make to the organisation's effectiveness, efficiency and public profile
- P3 identify reasons for involving volunteers that are consistent with the organisation's culture, values and goals
- P4 clearly define the activities undertaken by volunteers and those undertaken by paid staff
- P5 identify and develop the range of potential benefits to volunteers
- P6 audit volunteers' skills, aspirations and motivations and match these to the organisation's goals and available opportunities
- P7 share your ideas on the contributions that volunteers could make with the volunteers themselves and take account of their feedback

Assess and manage the risks in involving volunteers

You must be able to:

- P8 keep yourself up-to-date on the organisation's risk management policy and good practice in risk management in your sector
- P9 identify the risks that may arise from involving volunteers
- P10 assess the severity of these risks by considering the impact they would have and the likelihood of them occurring
- P11 put in place measures to ensure that all risks are reduced to acceptable levels
- P12 ensure that appropriate insurance is in place to cover volunteering activities
- P13 ensure that all those involved in recruiting and managing volunteers are competent to assess and manage the risks relating to specific individuals, activities and volunteering roles
- P14 promote a positive risk management culture throughout all activities that involve volunteers
- P15 monitor the effectiveness of risk management and put in place additional measures to mitigate risks, where necessary

Develop policy for involving volunteers

You must be able to:

- P16 collect and analyse information relevant to developing a volunteering policy
- P17 identify and evaluate requirements, constraints and best practice for volunteering policy
- P18 examine all areas of the organisation in which volunteering plays a role or may play a role in the future

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- P19 identify the implications of volunteers' involvement in these areas
- P20 ensure the policy emphasises the value of volunteers' contributions
- P21 ensure the policy reduces to an acceptable level any risks that may arise from involving volunteers
- P22 record your policy in a way that is clear and understandable to stakeholders
- P23 develop a clear strategy for the implementation of your policy

Gain understanding and support for your volunteering policy

You must be able to:

- P24 present your policy to stakeholders and decision-makers in a way that meets their needs, abilities and preferences
- P25 explain your policy honestly and in a way that gains the commitment and motivation of volunteers, other stakeholders and decision-makers
- P26 give volunteers, other stakeholders and decision-makers the support they need to provide feedback on your policy
- P27 deal with queries and objections in an open and transparent way
- P28 collect, analyse and report feedback in a way that shows volunteers, other stakeholders and decision-makers that you have taken account of their views
- P29 refine your policy in line with the feedback you receive
- P30 win agreement and approval for your final policy
- P31 record your final policy in a way that will help you and your team implement and evaluate it in the future

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Knowledge and understanding

You need to know and understand:

Activity and project management

- K1 corrective or remedial action to take in case of contingencies or non-compliance
- K2 key political, economic, social, technological and legal factors
- K3 monitoring principles, methods, tools and techniques

Analysis, accounting and decision-making

You need to know and understand:

- K4 analytical principles, methods, tools and techniques
- K5 creative-thinking principles, methods, tools and techniques
- K6 decision-making principles, methods, tools and techniques
- K7 evaluation principles, methods, tools and techniques
- K8 legal and organisational requirements relevant to risk management
- K9 principles, methods, tools and techniques for developing evidence-based proposals
- K10 prioritisation principles, methods, tools and techniques
- K11 risk management principles, methods, tools and techniques

Information and communication

You need to know and understand:

- K12 communication principles, methods, tools and techniques
- K13 information gathering principles, methods, tools and techniques
- K14 information sharing principles, methods, tools and techniques
- K15 presentation principles, methods, tools and techniques
- K16 record-keeping principles, methods, tools and techniques
- K17 reporting principles, methods, tools and techniques
- K18 research and investigative principles, methods, tools and techniques

People management

You need to know and understand:

- K19 consultation principles, methods, tools and techniques
- K20 diversity principles, methods, tools and techniques
- K21 equality principles, methods, tools and techniques
- K22 feedback principles, methods, tools and techniques
- K23 influencing principles, methods, tools and techniques
- K24 leadership principles, methods, styles and techniques
- K25 legal and organisational requirements relevant to involving volunteers
- K26 motivation principles, methods, tools and techniques
- K27 negotiation principles, methods, tools and techniques
- K28 principles, methods, tools and techniques for assessing people's knowledge, skills and personal qualities and identifying learning needs
- K29 recruitment principles, methods, tools and techniques

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- K30 support principles, methods, tools and techniques
- K31 training and development principles, methods, tools and techniques
- K32 volunteer management principles, methods, tools and techniques

Work context

You need to know and understand:

- K33 current and future roles and responsibilities in your organisation
- K34 relevant organisational policies and procedures
- K35 your organisation's beneficiaries and their diverse interests, needs, abilities and preferences
- K36 your organisation's stakeholders and their diverse interests, needs, abilities and preferences
- K37 your organisation's culture, values and ethos
- K38 your organisation's vision, mission and strategic objectives
- K39 your organisation's volunteers and their diverse interests, needs, abilities and preferences
- K40 your own knowledge, skills and competencies and the limits of these
- K41 your role and responsibilities

Additional Information

Behaviours

1. Adaptability and innovation

- 1.1. seize the opportunities presented by diversity
- 1.2. recognise changes in circumstances promptly and adjust plans and activities accordingly

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. encourage people to ask questions or rephrase statements to confirm and clarify their understanding
- 2.6. modify communication in response to feedback

3. Concern for others

- 3.1. make time available to support others
- 3.2. show respect for the views and actions of others

4. Entrepreneurship

- 4.1. balance risks against the benefits that may arise from taking risks
- 4.2. design, develop and monitor processes, products and/or services that are sustainable over the medium and long term

5. Ethical stance

- 5.1. comply with, and ensure that others comply with, legal requirements, industry regulations, organisational policies and professional codes
- 5.2. act within the limits of your authority
- 5.3. act to protect the health, safety and well-being of others
- 5.4. act to uphold individuals' rights
- 5.5. set objectives and create cultures that are ethical and sustainable

6. Focus on results

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- 6.1. prioritise objectives and schedule work to make the best use of time and resources
- 6.2. accurately calculate risks, and make provision so that unexpected events do not impede the achievement of objectives
- 6.3. take personal responsibility for making things happen

7. Information and knowledge management

- 7.1. use cost-effective and time-effective means to gather, store and retrieve information
- 7.2. make best use of existing sources of information
- 7.3. keep confidential information secure

8. Persuasiveness

- 8.1. seek to understand people's needs and motivations
- 8.2. present self positively to others
- 8.3. state own opinions, views and requirements clearly
- 8.4. identify clearly the value and benefits to people of a proposed course of action
- 8.5. present information and arguments convincingly and in ways which strike a chord with people
- 8.6. use factual evidence to support arguments
- 8.7. deploy a range of legitimate strategies and tactics to influence people
- 8.8. work towards win-win solutions
- 8.9. create a sense of common purpose
- 8.10. inspire others, championing work to achieve common goals
- 8.11. articulate a realistic vision that generates excitement, enthusiasm and commitment

9. Political awareness

- 9.1. develop plans to meet the priorities of policy makers
- 9.2. balance agendas and build consensus
- 9.3. balance collective interests with the interests of your own area of work
- 9.4. show sensitivity to internal and external politics that impact on your own area of work
- 9.5. act to understand and influence the climate and culture of the organisation/partnership

10. Self-management

- 10.1. accept feedback from others without becoming defensive

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11. Strategic awareness

- 11.1. display a good understanding of how different factors in the work context relate to each other
- 11.2. anticipate likely future scenarios based on a realistic analysis of trends and developments
- 11.3. 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. build a total and valid picture from restricted or incomplete data
- 12.5. articulate the assumptions made, and risks involved, in understanding a situation
- 12.6. take timely decisions that are realistic for the situation

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