



## Higher National Unit Specification

### General information for centres

**Unit title:** Volunteering Management: Evaluating and Improving Professional Practice

**Unit code** F41T 35

**Unit purpose:** This Unit is designed to develop the knowledge and skills of managers in volunteering so that they can foster commitment to professional values, good practice and ongoing professional development in the management of volunteering. In particular, it develops the manager's skills in the monitoring and evaluation of programmes and practice, and in finding solutions to improve professional practice. The Unit encourages an analytical approach to practice through the use of models which measure the impact of quality assurance. The Unit also provides candidates with opportunities to explore a variety of approaches to performance measurement requiring them to make links to their own learning and development and highlights the need to recognise that the culture of volunteering is dynamic and constantly changing, and that there is an increasing requirement for transparency and accountability. The Unit forms part of the PDA Volunteering Management at SCQF level 8.

On completion of the Unit the candidate should be able to:

- 1 Examine the purpose of quality assurance in assessing the quality, impact and effectiveness of professional practice on service.
- 2 Select and apply an appropriate model of quality evaluation to measure and improve practice in the management of volunteering.
- 3 Evaluate and reflect on the evaluation process used and make recommendations for changes to the organisational quality assurance system.

**Credit points and level:** 1 HN credit at SCQF level 8: (8 SCQF credit points at SCQF level 8\*)

*\*SCQF credit points are used to allocate credit to qualifications in the Scottish Credit and Qualifications Framework (SCQF). Each qualification in the Framework is allocated a number of SCQF credit points at an SCQF level. There are 12 SCQF levels, ranging from Access 1 to Doctorates.*

**Recommended prior knowledge and skills:** There are no formal entry requirements for this Unit. However, good communication skills, both oral and written, are essential. This could be evidenced by the achievement of nationally recognised qualifications, eg, equivalent to SCQF level 6 (eg Higher English). However, good communication skills, both oral and written, are required. Current experience as a manager would be advantageous, as would some experience or knowledge of research methodologies.

**Core Skills:** There may be opportunities to gather evidence towards Core Skills in this Unit, although there is no automatic certification of Core Skills or Core Skills components.

## General information for centres (cont)

**Context for delivery:** If this Unit is delivered as part of a Group Award, it is recommended that it should be taught and assessed within the subject area of the Group Award to which it contributes.

This Unit is one of three HN Units in the PDA Volunteering Management (SCQF level 8). Where delivered as part of this award, it would normally be delivered as the second Unit of the qualification. The context for this Unit should relate to a specific setting where volunteering is managed.

It is, however, a free-standing Unit and may be taken as such for purposes of continuing professional development. It could also be used by individuals or groups as a valuable tool for those who wish to evaluate their practice.

**Assessment:** The Unit is assessed by three instruments of assessment. Outcome 1 could be assessed by a short written response (approximately 800 words); Outcome 2 by a small scale evaluation and Outcome 3 by a reflective report (approximately 1,200 words).

## **Higher National Unit specification: statement of standards**

**Unit title:** Volunteering Management: Evaluating and Improving Professional Practice

**Unit code:** F41T 35

The sections of the Unit stating the Outcomes, Knowledge and/or Skills, and Evidence Requirements are mandatory.

Where evidence for Outcomes is assessed on a sample basis, the whole of the content listed in the knowledge and/or skills section must be taught and available for assessment. Candidates should not know in advance the items on which they will be assessed and different items should be sampled on each assessment occasion.

### **Outcome 1**

Examine the purpose of quality assurance in assessing the quality, impact and effectiveness of professional practice on service

#### **Knowledge and/or Skills**

- ◆ Use of quality assurance
- ◆ Principles of quality assurance
- ◆ Principles of monitoring
- ◆ Principles of evaluation
- ◆ Range of contexts
- ◆ Existing structures
- ◆ Role of quality assurance management
- ◆ Tools and techniques to enable achievement of measurements of quality, impact or effectiveness

#### **Evidence Requirements**

Candidates will need evidence to demonstrate their Knowledge and/or Skills by showing that they can:

- ◆ explain the principles of quality assurance
- ◆ explain the principles of monitoring and of evaluation
- ◆ explain the manager's role in measuring the effectiveness of professional practice and service
- ◆ identify and examine existing structures that measure the quality, impact or effectiveness of the volunteering programme or of a service of the organisation
- ◆ describe a range of contexts for the measurement of quality assurance

#### **Assessment Guidelines**

Outcome 1 could be assessed by a written response (approximately 800 words) explaining the role and purpose of quality assurance in assessing the effectiveness of professional practice and service and explaining the manager's role.

## **Higher National Unit specification: statement of standards (cont)**

**Unit title:** Volunteering Management: Evaluating and Improving Professional Practice

### **Outcome 2**

Select and apply an appropriate model of quality evaluation to measure and improve practice in the management of volunteering

#### **Knowledge and/or Skills**

- ◆ Models of quality assurance
- ◆ Project Planning
- ◆ Purpose of quality assurance in the management of a volunteering project
- ◆ Specific contexts
- ◆ Ethical and political considerations
- ◆ Summative and formative evaluation
- ◆ Managing risk
- ◆ Performance indicators

#### **Evidence Requirements**

Candidates will need to provide evidence to demonstrate their Knowledge and/or Skills by showing that they can:

- ◆ apply an appropriate model of evaluation to a small-scale project
- ◆ produce a project plan
- ◆ use a range of evaluation tools and methods that are used within the organisation to measure quality and effectiveness
- ◆ explain the impact of ethical and political issues while carrying out the evaluation project
- ◆ explain the purpose and benefits of managing risk in the evaluation project

#### **Assessment Guidelines**

This Outcome could be assessed by an assignment which should take the form of a small scale evaluation project to measure quality, impact and effectiveness within the organisation.

The assessment evidence should include:

- ◆ a project plan with objectives and timeline
- ◆ a on-going record of action

## **Higher National Unit specification: statement of standards (cont)**

**Unit title:** Volunteering Management: Evaluating and Improving Professional Practice

### **Outcome 3**

Evaluate and reflect on the evaluation process used and make recommendations for changes to the organisational quality assurance system

#### **Knowledge and/or Skills**

- ◆ Recording and reporting mechanisms
- ◆ Reflection on own practice and learning
- ◆ Purpose of the evaluation
- ◆ Evaluation design
- ◆ Personal and professional dilemmas
- ◆ Relevant evaluation tools and methods
- ◆ Communication of the findings

#### **Evidence Requirements**

Candidates will need evidence to demonstrate their knowledge and/or skills by showing that they can:

- ◆ produce a reflective report on how the selected quality assurance model could identify ways of improving delivery of service
- ◆ make an appropriate selection and use relevant evaluation tools and methods
- ◆ reflect on the potential personal and professional dilemmas that may arise through the evaluation of managing volunteering within the organisation
- ◆ examine quality assurance aims to ensure that the product or service of the organisation is effective
- ◆ determine the degree of achievement through use of the quality measurements
- ◆ present findings in an appropriate format

#### **Assessment Guidelines**

This Outcome could be assessed by a reflective report (approximately 1,200 words) which should include reflections upon the practice of evaluating the management volunteering within the organisation. The report should contain — introduction: aims and objectives that reflection upon the choice of evaluation methods, interpretation and reporting of the findings.

## Administrative Information

<b>Unit code:</b>	F41T 35
<b>Unit title:</b>	Volunteering Management: Evaluating and Improving Professional Practice
<b>Superclass category:</b>	AG
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### History of changes:

Version	Description of change	Date

**Source:** SQA

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## Higher National Unit specification: support notes

### Unit title: Volunteering Management: Evaluating and Improving Professional Practice

This part of the Unit specification is offered as guidance. The support notes are not mandatory.

While the exact time allocated to this Unit is at the discretion of the centre, the notional design length is 40 hours.

### Guidance on the content and context for this Unit

This Unit will normally be delivered as the second Unit of the three Units which make up the PDA Volunteering Management (SCQF level 8). This Unit focuses on performance measurement and evaluation to measure the effectiveness of practice in the management of volunteering.

Candidates should be made aware of the role of the manager with responsibility for Quality Assurance ie, in relation to monitoring and advising on how the quality of the management system is performing and, in the wider context, publishing data and reports on company performance against set indicators where appropriate.

#### Outcome 1

Outcome 1 gives the candidate the opportunity to develop his/her knowledge of quality assurance as a means of assessing professional practice, and in particular they will examine the role of the Quality Assurance (QA) Manager.

The main aspects of quality assurance which should be covered are:

- ◆ promoting quality achievement and performance improvement throughout the organisation
- ◆ ensuring compliance with internal and external standards for the management of volunteering
- ◆ considering the application of environmental and health/safety standards
- ◆ setting up and maintaining controls and documentation
- ◆ collating and analysing performance data and charts against defined parameters
- ◆ establishing standards of service for users, customers or clients
- ◆ monitoring performance through gathering relevant data

#### Outcome 2

Outcome 2 requires the candidate to select an appropriate model to carry out a small-scale evaluation project

Aspects to be considered could include:

- ◆ a range of stakeholders ie volunteers, funders, service users, staff, partnership
- ◆ organisation and members of the community
- ◆ investing in Volunteers
- ◆ National Occupational Standards for the Management of Volunteers

## Higher National Unit specification: support notes (cont)

### Unit title: Volunteering Management: Evaluating and Improving Professional Practice

- ◆ evaluation of methods, tools and techniques that may include — questionnaires: surveys: focus groups: interviews and observations
- ◆ Volunteering Impact Assessment Toolkit
- ◆ LEAP

**NB:** This list is not exhaustive and other relevant examples could be discussed.

### Outcome 3

Outcome 3 gives the candidate the opportunity to reflect on his/her experience of implementing the evaluation project and of what he/she has learned from this experience. Candidates should be aware of the purpose of the evaluation and should consider appropriate evaluation tools. Candidates may require guidance on how to present a reflective report on practice.

### Guidance on the delivery and assessment of this unit

Candidates will be encouraged to draw on appropriate evaluation approaches in order to make suitable judgements relating to professional practice. They will require to apply their knowledge to bring together information from a range of sources in order to make these judgements and to improve professional practice and organisational structures and the systems that support volunteering. They will also have to evaluate and reflect on quality assurance systems relating to the improvement of management of volunteering within the organisation, and in particular will require to evaluate a system through a project.

Where delivered as part of the PDA, this Unit would normally delivered as the second Unit in the programme, usually following on from the Unit, *Volunteering Management: Policy and Practice*.

For Outcome 1, candidates should be given an overview of quality assurance issues on a range of volunteer settings. Outcomes 2 and 3 take a more detailed approach and focus on one particular setting which will usually be the candidate's own organisation.

In the delivery, opportunities should be taken to have group discussion and to introduce some of the issues through case studies and online discussions. Discussion will focus on the learning from previous experience of candidates through their experience of implementing quality assurance and evaluation system, through case studies based on other quality assurance and evaluations projects.

Candidates will require guidance on the construction of the evaluative report which should relate to practice in the volunteering setting and should have sections on: evaluation strategy; project plan; record of action; project review and reflective report.

For Outcome 2, the evaluation should cover:

- ◆ the role of quality assurance in the management of a volunteering project
- ◆ the management of risk
- ◆ the use of performance indicators in relation to appropriate standards — internal and/or external



## Higher National Unit specification: support notes (cont)

### Unit title: Volunteering Management: Evaluating and Improving Professional Practice

Candidates should be introduced to the methods, tools and techniques of QA — eg quantitative approaches and qualitative approaches

When selecting the evaluation model, the following should be considered:

- ◆ Project planning
- ◆ Methods for the collection of data
- ◆ Ethical issues
- ◆ Quantitative and qualitative approaches
- ◆ Summative and formative evaluation
- ◆ Analysis of data
- ◆ Interpretation of findings

For Outcome 3, the report should offer suggestions for the improvement to practice in the management of volunteering. The reflective report could relate to Kolb's experiential learning cycle:

- ◆ concrete experience
- ◆ observations and reflections
- ◆ forming abstract concepts
- ◆ testing in new situations

and/or to other theories on reflective practice eg the work of Schon, relating to reflection in and on practice; the work of Greenaway; reviewing tools.

### Assessment

Outcome 1 could be assessed by a written response of approximately 800 words to demonstrate the candidate's knowledge of the role and purpose of quality assurance.

Outcome 2 could be assessed by an assignment which should involve the planning and implementation of a small scale evaluation project relating to the management of volunteering. Particular emphasis should be given to the most appropriate models of Quality Assurance for the particular organisation and/or volunteering setting.

Candidates should examine quality assurance issues for a wide range of contexts, but should focus on one context which is required for assessment.

Outcome 3 could be assessed by a reflective report (approximately 1,200 words) which will include reference to the candidate's experiential learning from conducting the small scale evaluation.

All assignments should be clearly referenced using an appropriate and recognised system of referencing for example, the Harvard system.

## Higher National Unit specification: support notes

**Unit title:** Volunteering Management: Evaluating and Improving Professional Practice

### Suggested Learning Resources

Robson C (2000) *Small-Scale Evaluation* London, Sage Publications  
Institute for Volunteering Research (2004) *Impact Assessment Toolkit*, London, Institute for Volunteering Research.  
The Scottish Government (2006) *Improving the Collection of Volunteering Data in Scotland* <http://www.scotland.gov.uk/Publications/2005/03/20777/53799> accessed 20.1.08  
Charities Evaluation Service <http://www.ces-vol.org.uk/index.cfm?pg=167>  
Evaluation Trust <http://www.evaluationtrust.org/evaluation/evaluate>  
Greenaway R. [http://reviewing.co.uk/\\_review.htm](http://reviewing.co.uk/_review.htm)  
Accessed 22 May 2008  
Kirkpatrick's learning and training evaluation theory  
<http://www.businessballs.com/kirkpatricklearningevaluationmodel.htm>  
Kolb, D. A. *Kolb on experiential learning*. <http://www.infed.org/biblio/b-explrn.htm> accessed 7.03.08.  
Schon, D.A. (1991) *The Reflective Practitioner*. Aldershot, Ashgate Publishing Limited.  
**Quality Scotland** (Quality Scotland is a not-for-profit organisation that promotes Business Excellence across Scotland. <http://www.qualityscotland.co.uk/home.asp> accessed 7.03.08  
Evaluation Support Scotland <http://www.evaluationsupportscotland.org.uk/index.asp> Accessed 20.02.08  
Investing in Volunteers, Quality Standards <http://iiv.investinginvolunteers.org.uk/> Accessed 7.03.08

**Open learning:** This Unit may be delivered by a blend of face to face workshops and distance learning, by accessing online resources.

### *Opportunities for developing Core Skills*

There is no automatic certification of Core Skills or Core Skill components in this Unit. However, there are clear opportunities for aspects of the Core Skill of *Communication* and *Problem Solving*. Written Communication may be developed through the assessments for this Unit and the Core Skills components of Reviewing and Evaluating (*Problem Solving*) may be developed across the Unit, particularly Outcomes 2 and 3.

### **Candidates with disabilities and/or additional support needs**

The additional support needs of individual candidates should be taken into account when planning learning experiences, selecting assessment instruments, or considering alternative Outcomes for Units. Further advice can be found in the SQA document *Guidance on Assessment Arrangements for Candidates with Disabilities and/or Additional Support Needs* ([www.sqa.org.uk](http://www.sqa.org.uk)).

## **General information for candidates**

### **Unit title: Volunteering Management: Evaluating and Improving Professional Practice**

The Unit forms part of the PDA — Management of Volunteering.

This Unit is designed to enhance and develop your knowledge and skills as a manager in volunteering in order to foster commitment to professional values, good practice and ongoing professional development in the management of volunteering. In particular, it will develop your skills in monitoring and evaluating programmes and practice and in finding solutions to improve professional practice. The Unit encourages an analytical approach to practice through the use of models which measure the impact of quality assurance. The Unit will also provide opportunities to explore a variety of approaches to performance measurement and to make links to your own learning and development. The Unit highlights the need to recognise that the culture of volunteering is dynamic and constantly changing, and that there is an increasing requirement for transparency and accountability.

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