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### Overview

This standard is concerned with how you can enhance the contribution of volunteers by planning, organising, leading and assessing their work effectively. Volunteers may be part-time, full-time and/or residential based.

The elements are:

1. Plan the work of volunteers
2. Prepare resources for volunteers
3. Lead the work of volunteers
4. Assess the work of volunteers and provide feedback

Element 1 focuses on planning in such a way that you involve volunteers at the earliest possible stage, and you take into account both their abilities and aptitudes, and also their own motivations. It is important to ensure that the work plans are realistic, and that you communicate effectively to enhance personal and group commitment to the tasks.

Element 2 covers the need to check that volunteers have the resources they need to carry out their work, and that all resources are used effectively and efficiently.

Element 3 sets out what is needed to lead volunteers in a confident, competent and effective way so as to bring out the best in them. You will provide encouragement and support on a personal and technical level.

Element 4 is about assessing the work of volunteers and providing feedback. You will be able to explain the purpose of the assessment and give opportunities to volunteers to respond to feedback.

### Performance criteria

*You must be able to:*

#### **Plan the work of volunteers**

- P1 give opportunities to volunteers to contribute to the planning and organisation of their work
- P2 produce plans that take into account the relevant **factors** of volunteering
- P3 produce plans and schedules that are realistic and achievable within organisational constraints
- P4 explain the plans to relevant others clearly and in sufficient detail
- P5 check that others understand the plans and their work activities at appropriate times
- P6 update your plans at regular intervals and take account of any changes

*You must be able to:*

#### **Prepare resources for volunteers**

- P7 check that **resources** are suitable for the planned work
- P8 identify any problems with **resources** and take the appropriate action
- P9 allocate **resources** so that every volunteer can do the work to the required
- P10 make sure volunteers are using their **resources** efficiently and effectively
- P11 make sure volunteers are using **resources** according to organisational, legal and regulatory requirements
- P12 encourage volunteers to suggest ways of using **resources** more efficiently and effectively
- P13 keep accurate records relating to the use of **resources**

*You must be able to:*

#### **Lead the work of volunteers**

- P14 make volunteers feel welcome and introduce any new volunteers to each other and the rest of the team
- P15 provide volunteers with clear **instructions** on tasks they have to do
- P16 correctly demonstrate the tasks and check that volunteers understand what is expected
- P17 let the volunteers practise the tasks under competent supervision until they can consistently achieve the standard on their own
- P18 identify and correct any mistakes in a way that supports their self-confidence and praise them when they perform tasks correctly
- P19 identify volunteers who could take on new responsibilities and agree what development would be appropriate to their needs
- P20 identify volunteer work that does not meet agreed standards and take the appropriate action
- P21 keep clear and up-to-date records according to organisational requirements
- P22 make sure all instructions and tasks are in line with organisational and legal requirements

*You must be able to:*

**Assess the work of volunteers and provide feedback**

- P23 explain the purpose of assessment clearly to all involved
- P24 give opportunities to volunteers to assess their own work
- P25 carry out assessments at times most likely to maintain and improve effective
- P26 make your assessments objectively against clear and agreed criteria
- P27 provide **feedback** to volunteers in a situation and manner most likely to maintain and improve motivation
- P28 provide **feedback** which is clear and is based on an objective assessment
- P29 provide **feedback** which recognises team members' achievements and provide constructive suggestions and encouragement for improving their work
- P30 show respect for the individuals involved
- P31 treat all **feedback** to individuals and teams confidentially
- P32 give opportunities to team members to respond to feedback and recommend how they could improve their work

### Knowledge and understanding

*You need to know and understand:*

#### **Plan the work of volunteers**

- K1 the importance of communicating work priorities and objectives
- K2 how to present work plans in a way that gains the support, motivation and commitment
- K3 the need to regularly review work
- K4 how to provide others with the opportunity to contribute to the planning and organisation of their work
- K5 the types of organisational constraints which influence your planning
- K6 how to plan work activities and your role and responsibilities in relation to this
- K7 how to develop realistic and achievable work plans both in the short and medium term
- K8 the objectives of the work and how your plans succeed in meeting these
- K9 how to formulate a plan and objectives

*You need to know and understand:*

#### **Prepare resources for volunteers**

- K10 how to check that the appropriate resources are available
- K11 the procedures to follow for obtaining resources
- K12 the reasons for reporting problems to your manager and seeking their assistance when necessary
- K13 organisational, legal and regulatory standards for the resources that the work uses
- K14 how to allocate resources in a way that enables the achievement of objectives
- K15 the need to use resources efficiently and effectively and the implications for your organisation if it does not
- K16 the impact your use of resources could have on the environment
- K17 the reasons for getting others to suggest ways of improving the use of resources
- K18 record keeping procedures and their importance

*You need to know and understand:*

#### **Lead the work of volunteers**

- K19 the induction process for new volunteers, especially health and safety aspects
- K20 the facilities and basic work routines in your workplace that volunteers need to know about
- K21 the tasks that you need to develop your volunteers in
- K22 how to instruct volunteers and demonstrate tasks clearly and correctly
- K23 how to make sure volunteers understand what they have to do
- K24 the reasons for making sure volunteers continue to be supervised until they can achieve the standard required

### Organise and lead the work of volunteers

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- K25 who could provide competent supervision
- K26 how to correct mistakes without undermining self-confidence
- K27 the importance of recognising the potential for volunteers to take on new responsibilities
- K28 the development opportunities available to volunteers
- K29 the reasons for agreeing development needs with the volunteer
- K30 the organisational and legal requirements that are relevant to the tasks the volunteers are being developed to undertake

*You need to know and understand:*

#### **Assess the work of volunteers and provide feedback**

- K31 how to communicate effectively with others
- K32 the reasons for being clear about the purpose of assessment
- K33 how to assess the work of volunteers and your role and responsibilities in relation to this
- K34 the reasons for providing opportunities to volunteers to assess their own work
- K35 how to assess the work of volunteers
- K36 the principles of fair and objective assessment of work and how to ensure this is achieved
- K37 how to provide feedback to volunteers on their performance based on assessment
- K38 the principles of confidentiality when providing feedback
- K39 how to motivate volunteers and gain their commitment by providing feedback
- K40 how to provide feedback and show respect for those involved
- K41 why it is necessary to provide constructive suggestions on how performance can be improved
- K42 how to give those involved the opportunity to provide suggestions on how to improve their work

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## Organise and lead the work of volunteers

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### Additional Information

#### Scope/range related to performance criteria

#### Plan the work of volunteers

1. **factors:**
  - 1.1. your team's objectives
  - 1.2. the volunteers whose work you are responsible for and their development needs
  - 1.3. constraints under which volunteers may be working
  - 1.4. match the motivational needs of your volunteers

#### Prepare resources for volunteers

2. allocate **resources:**
  - 2.1. equipment and materials for the work
  - 2.2. written information
  - 2.3. time to carry out the work

#### Lead the work of volunteers

3. **instructions:**
  - 3.1. what the results should be
  - 3.2. how they should perform the tasks
  - 3.3. the standard they must achieve

#### Assess the work of volunteers and provide feedback

4. **feedback:**
  - 4.1. through discussions with volunteers
  - 4.2. written communications

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### Organise and lead the work of volunteers

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