

## **H5TN 04 (SFTM VD2) — Lead and Motivate Volunteers**

### **Overview**

This Unit is about leading and motivating volunteers.

It involves informing volunteers about their activities and responsibilities; supporting them during volunteering activities; and discussing activities and exchanging feedback with volunteers.

## **Additional Information**

### **Behaviours**

#### **1 Adaptability and innovation**

- 1.1 Juggle multiple demands without losing focus or energy.
- 1.2 Seize the opportunities presented by diversity.
- 1.3 Work to turn unexpected events into opportunities rather than threats.
- 1.4 Respond quickly to crises and problems with a proposed course of action.
- 1.5 Recognise changes in circumstances promptly and adjust plans and activities accordingly.
- 1.6 Generate and recognise imaginative and innovative solutions.
- 1.7 Try out new ways of working.

#### **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 Identify people's preferred communication media and styles.
- 2.4 Adopt communication media and styles appropriate to people and situations.
- 2.5 Present information clearly, concisely, accurately and in ways that promote understanding.
- 2.6 Keep people informed of plans and developments.
- 2.7 Confirm people's understanding through questioning and interpretation of non-verbal signals.
- 2.8 Encourage people to ask questions or rephrase statements to confirm and clarify their understanding.

#### **3 Concern for others**

- 3.1 Show empathy with others' needs, feelings and motivations and take an active interest in their concerns.
- 3.2 Make time available to support others.
- 3.3 Show respect for the views and actions of others.
- 3.4 Encourage and support others to make the best use of their abilities.
- 3.5 Encourage and support others to take decisions autonomously.
- 3.6 Give feedback to others to help them improve their performance.
- 3.7 Support others in achieving their personal aspirations.
- 3.8 Recognise the achievements and the success of others.

#### **4 Desire to learn**

- 4.1 Develop self and others to meet the demands of changing situations.

## **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 wellbeing of others.
- 5.4 Act to uphold individuals' rights.

## **6 Focus on results**

- 6.1 Set demanding but achievable objectives for self and others.
- 6.2 Prioritise objectives and schedule work to make the best use of time and resources.
- 6.3 Accurately calculate risks, and make provision so that unexpected events do not impede the achievement of objectives.
- 6.4 Take personal responsibility for making things happen.
- 6.5 Clearly state what is required of others and hold them to account.
- 6.6 Check individuals' commitment to their roles in a specific course of action.
- 6.7 Protect own and others' work against negative impacts.
- 6.8 Monitor quality of work and progress against plans.
- 6.9 Focus personal attention on specific details that are critical to achieving successful results.
- 6.10 Take pride in delivering high quality, accurate work.

## **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 Create a sense of common purpose.
- 8.8 Inspire others, championing work to achieve common goals.
- 8.9 Articulate a realistic vision that generates excitement, enthusiasm and commitment.

## **9 Relationship management**

- 9.1 Encourage free and reciprocal exchange of information and resources.
- 9.2 Work to develop an atmosphere of professionalism and mutual support.
- 9.3 Clarify own and others' expectations of relationships.
- 9.4 Model behaviour that shows respect, helpfulness and cooperation.
- 9.5 Take timely action to resolve disagreements.
- 9.6 Recognise when there are conflicts, acknowledge the feelings and views of all parties, and redirect people's energy towards a common goal.

## **10 Thinking and decision-making**

- 10.1 Identify the range of elements in a situation and how they relate to each other.
- 10.2 Identify the implications or consequences of a situation.
- 10.3 Use own and others' experience to understand a situation.
- 10.4 Take timely decisions that are realistic for the situation.

## Performance Criteria — What you do in your job

You must provide evidence to meet all the 20 Performance Criteria for this Unit. The Performance Criteria are grouped under headings to assist you with planning how best to meet these points.

Place the number of the piece of work where this Performance Criteria has been met in the evidence box after each criteria.

### Inform volunteers about their activities and responsibilities

	<b>Performance Criteria</b>	<b>Evidence Number where this criteria has been met</b>
1	Choose appropriate times and places to inform volunteers about their activities and responsibilities.	
2	Explain the purpose and value of the activities that you want volunteers to do and encourage them to achieve high standards.	
3	Encourage and support volunteers to take ownership of the activities and to suggest ways of working appropriate to their diverse needs, abilities and potential.	
4	Encourage and support volunteers to identify any risks or potential difficulties and take appropriate action to minimise their likelihood/impact and make plans to deal with them, should they arise.	
5	Agree individual responsibilities and ways of working with each volunteer and make sure they understand what is expected of them and are confident about taking on these responsibilities.	
6	Agree with each volunteer the limits of their responsibilities, clearly specifying anything they are not allowed to do.	
7	Agree with volunteers how they should communicate with you and with each other.	
8	Communicate clearly and effectively with volunteers at all times in ways that meet their diverse needs and show respect for their volunteer role.	

### Support volunteers during volunteering activities

	<b>Performance Criteria</b>	<b>Evidence Number where this criteria has been met</b>
9	Monitor volunteering activities to ensure they are progressing satisfactorily.	
10	Provide feedback to volunteers and encourage them to continue their activities successfully.	
11	Provide support to help volunteers overcome difficulties, if necessary.	
12	Promote a culture in which individuals are not blamed for difficulties, but that these are seen as an opportunity for learning.	
13	Work with volunteers and others involved to identify solutions that are acceptable to them and in line with your organisation's objectives, policies and procedures.	

## Discuss activities and exchange feedback with volunteers

	<b>Performance Criteria</b>	<b>Evidence Number where this criteria has been met</b>
14	Choose appropriate times and places to discuss activities and exchange feedback with volunteers.	
15	Clearly explain the purpose of the discussion and encourage open and honest communication.	
16	Encourage and support volunteers to reflect on their activities and provide objective feedback to you.	
17	Give volunteers an objective and balanced evaluation of their activities.	
18	Acknowledge and celebrate volunteers' achievements in order to encourage and motivate them.	
19	Provide constructive suggestions to improve volunteers' effectiveness and agree these with the volunteers involved.	
20	Identify where volunteers may need additional support and make this available, where appropriate.	

## Knowledge and Understanding — Why and how you do what you do in your job

You must provide evidence of your knowledge and understanding to meet all the 39 knowledge points for this Unit. The knowledge points are grouped under headings to assist you with planning how best to meet them.

Place the number of the piece of work where each knowledge point has been met in the 'evidence number' box after each point.

### Activity and project management

	<b>Knowledge and Understanding</b> <i>You need to know and understand:</i>	<b>Evidence Number</b> <b>where this knowledge point has been met</b>
1	Co-ordination principles, methods, tools and techniques.	
2	Legal and organisational requirements for health and safety.	
3	Monitoring principles, methods, tools and techniques.	
4	Objective setting principles, methods, tools and techniques.	
5	Quality assurance and continuous improvement principles, methods, tools and techniques.	
6	Work methods, tools and techniques.	

### Analysis, accounting and decision-making

7	Evaluation principles, methods, tools and techniques.	
8	Legal and organisational requirements relevant to risk management.	
9	Problem-solving principles, methods, tools and techniques.	
10	Risk management principles, methods, tools and techniques.	



## Information and communication

	<b>Knowledge and Understanding</b> <i>You need to know and understand:</i>	<b>Evidence Number where this knowledge point has been met</b>
11	Briefing and debriefing principles, methods, tools and techniques.	
12	Communication principles, methods, tools and techniques.	
13	Information sharing principles, methods, tools and techniques.	
14	Questioning principles, methods, tools and techniques.	

## People management

15	Consultation principles, methods, tools and techniques.	
16	Delegating principles, methods, tools and techniques.	
17	Diversity principles, methods, tools and techniques.	
18	Equality principles, methods, tools and techniques.	
19	Feedback principles, methods, tools and technique.	
20	Human resource management principles, methods, tools and techniques.	
21	Influencing principles, methods, tools and techniques.	
22	Instruction principles, methods, tools and techniques.	
23	Leadership principles, methods, styles and techniques.	
24	Learning and development opportunities available.	
25	Legal and organisational requirements relevant to human resource management.	

## People management (cont)

	<b>Knowledge and Understanding</b> <i>You need to know and understand:</i>	<b>Evidence Number where this knowledge point has been met</b>
26	Legal and organisational requirements relevant to involving volunteers.	
27	Motivation principles, methods, tools and techniques.	
28	Principles, methods, tools and techniques for assessing people's performance.	
29	Supervision principles, methods, tools and techniques.	
30	Support principles, methods, tools and techniques.	
31	Team-working principles, methods, tools and techniques.	
32	Volunteer management principles, methods, tools and techniques.	

## Work context

33	Codes of practice and standards of performance expected of volunteers.	
34	Relevant organisational policies and procedures.	
35	Your organisation's culture, values and ethos.	
36	Your organisation's vision, mission and strategic objectives.	
37	Your organisation's volunteers and their diverse interests, needs, abilities and preferences.	
38	Your own knowledge, skills and competence and the limits of these.	
39	Your role and responsibilities.	

The candidate and assessor must only sign below when all Performance Criteria and knowledge points have been met.

### Unit assessed as being complete

<b>Candidate's name</b>	
<b>Candidate's signature</b>	
<b>Date submitted to Assessor as complete</b>	

<b>Assessor's name</b>	
<b>Assessor's signature</b>	
<b>Date assessed complete</b>	

### Internal Verification

To be completed in accordance with centre's internal verifier (IV) strategy.

<b>Evidence for this Unit was sampled on the following date/s</b>	<b>Internal verifier's signature</b>	<b>Internal verifier's name</b>

This Unit has been subject to an admin check in keeping with the centre's IV strategy.

<b>Date of admin check</b>	<b>Internal verifier's signature</b>	<b>Internal verifier's name</b>

### Unit completion confirmed

<b>Internal verifier's name</b>	
<b>Internal verifier's signature</b>	
<b>Date completed</b>	