



Higher National Unit specification

General information for centres

Unit title: Volunteering Management: Policy and Practice

Unit code: F424 35

Unit purpose: This Unit is designed for managers in volunteering. It is intended to extend their knowledge of the wider context of developing and managing policies and strategies that support volunteering, and to increase their understanding of the policies and structures underpinning it. It develops the candidate's knowledge, skills and confidence in order to be able to engage with and influence policy and improve practice.

The Unit is research-based and allows opportunities to address relevant areas of social policy and to critically analyse an aspect of volunteering within the organisation.

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

- 1 Examine policy and legislation which influence volunteering at international, national and local level.
- 2 Analyse one policy in relation to a specific aspect of management of volunteering within the organisation.
- 3 Investigate how managers can influence the practice of volunteering management within the organisation and present findings and recommendations.

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). Current experience as a manager would be advantageous, as would some experience or knowledge of research methodologies.

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. Where it is delivered as part of the Group Award, it could be delivered as the first of the three component Units. 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 develop their practice in the management of volunteering.

General information for centres (cont)

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.

Assessment: This Unit is assessed by 3 assessments. Outcome 1 could be assessed by a series of extended response questions (approximately 150–200 words per question); Outcome 2 by an extended response (approximately 1,500–2,000 words.) and Outcome 3 by an oral presentation of an outline proposal.

Higher National Unit specification: statement of standards

Unit title: Volunteering Management: Policy and Practice

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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 policy and legislation which influence volunteering at international, national and local

Knowledge and/or Skills

- ◆ Key policies and legislation at international, national and local level
- ◆ Key factors influencing policy formulation.
- ◆ Definitions of volunteering — formal and informal
- ◆ Ways in which policies influence the process of volunteering
- ◆ Factors affecting organisational strategy/strategic objectives

Evidence Requirements

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

- ◆ identify policy areas and explain how these impact on volunteering.
- ◆ identify key legislation — international, national and local
- ◆ explain the relevance of definition(s) of volunteering used within an organisation
- ◆ explain how policies influence the process of volunteering.
- ◆ explain the relevance of a minimum of three policy areas in relation to the development and management of volunteering within the organisation

Assessment Guidelines

This Outcome could be assessed by a series of extended response questions (approximately 150–200 words each) which will demonstrate how the candidate has identified and explained policy and legislation relating to volunteering at international, national and local level.

Higher National Unit specification: statement of standards (cont)

Unit title: Volunteering Management: Policy and Practice

Outcome 2

Analyse **one** policy in relation to a specific aspect of the management of volunteering within the organisation

Knowledge and/or Skills

- ◆ Analytical skills and research methodologies
- ◆ Key policy areas
- ◆ Theories underpinning the management of volunteering
- ◆ Importance of funding and accountability
- ◆ Management issues
- ◆ Stakeholder issues
- ◆ Volunteer issues
- ◆ Impact of change
- ◆ Critical analysis
- ◆ Impact of the critical analysis on the policy

Evidence Requirements

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

- ◆ apply research skills in order to analyse the strategic direction of volunteering
- ◆ use appropriate research methodologies to examine policies in relation to the management of volunteering within the organisation
- ◆ explain strategies and goals
- ◆ examine the impact of social policies within the organisation and explain why these policies are relevant to the management of volunteering within the organisation
- ◆ identify sources of funding and resources which match policies which drive volunteering in the organisation
- ◆ use analytical skills to identify policy areas and to relate these to the context of volunteering management
- ◆ present information to demonstrate how the objectives of the management of volunteering relate to local, national or international policy
- ◆ provide a critique for one aspect of the management of volunteering within the organisation

Assessment Guidelines

This Outcome could be assessed by a written response (approximately 1,500–2,000 words) which should cover the Knowledge required for Outcome 2 and which could be based on a case study.

Higher National Unit specification: statement of standards (cont)

Unit title: Volunteering Management: Policy and Practice

Outcome 3

Investigate how managers can influence the practice of volunteering management within the organisation and present findings and recommendations

Knowledge and/or Skills

- ◆ Research methodologies
- ◆ Strategic objectives
- ◆ Policies and legislation underpinning volunteering
- ◆ Relating volunteering programmes to needs of the community/client/user groups
- ◆ Factors influencing change
- ◆ Management practices within the organisation
- ◆ Communication and presentation skills

Evidence Requirements

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

- ◆ use an appropriate research methodology
- ◆ present a clearly structured evidence-based and reasoned argument, with conclusions
- ◆ evaluate own experience and practice in order to support the strategic objectives
- ◆ identify resources required
- ◆ agree mutual expectations and protocols
- ◆ relate appropriate policy and legislation and policy to the development of volunteering within the organisation
- ◆ identify partners and effective partnerships
- ◆ use well developed communication skills and presentation skills
- ◆ summarise findings
- ◆ make recommendations

Assessment Guidelines

Outcome 3 could be assessed by an oral presentation. This presentation should comprise an outline proposal for the development of one aspect of the management of volunteering practice within the organisation.

Administrative Information

Unit code: F424 35

Unit title: Volunteering Management: Policy and Practice

Superclass category: AG

Original date of publication: August 2008

Version: 01

History of changes:

Version	Description of change	Date

Source: SQA

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Higher National Unit specification: support notes

Unit title: Volunteering Management: Policy and 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 provides underpinning knowledge for the other two Units in the PDA Volunteering Management (*Volunteering Management: Evaluating and Improving Professional Practice and Volunteering Management: Leadership and Management in Volunteering*). It develops the candidate's knowledge and skills so that he/she can operate effectively as a manager in a volunteering setting, and in particular can apply policy and can contribute to the development of the organisation's strategic direction. Therefore, it would be normal practice to deliver this as the first of the three Units in the PDA.

In this Unit candidates should examine general aspects of policy and legislation and relate these to their own situation. They should then examine policy and legislation and volunteering practice in a contextualised situation

Outcome 1 takes a wide perspective of policy and practice. In order to understand these policies and to be able to interpret and apply them, candidates should have, or should develop, good communication skills, both oral and written, and should be able to use research techniques. They should examine policy at international, national and local level, sampling policies that are most relevant to their organisation.

A starting point should be developing an understanding of the definitions of volunteering. Candidates should be made aware that there are many definitions of volunteering in use across organisations. It is important that candidates understand that the definition(s) used within an organisation should be relevant to the context in which it is applied.

Examples of definitions to be discussed are:

- ◆ Scottish Government definitions of volunteering, formal and informal
- ◆ UN Declaration of Volunteering

Candidates should be encouraged to put these into context and explore their application within organisations.

Candidates should also examine key political, social and legal factors relating to the organisation's strategic objectives. Examples are given below:

Policy factors

Policy areas that could be considered are those relating to volunteer strategies:

- ◆ national policies
- ◆ the United Nations' Declaration on volunteering
- ◆ the Volunteer Strategy from the Scottish Government

Higher National Unit specification: support notes (cont)

Unit title: Volunteering Management: Policy and Practice

Social factors

These could include the following:

- ◆ social policies — those relating to community planning and local needs
- ◆ social issues and strategies specifically relating to the organisation, eg lifelong learning; diversity; youth volunteering or environmental strategies
- ◆ Volunteering Strategy Scottish Executive (2004) Welfare Policy-Social Security, Health, Housing, Education, Welfare and Children ('the personal social services')

Legislation

Examples are:

- ◆ Protection of Vulnerable Groups (Scotland) Act 2007
- ◆ Police Act 1997 to provide guidance for organisations registered to access the disclosure scheme under Part V of the Act.
- ◆ Health and Safety at Work etc Act 1974

Where appropriate, the National Occupational Standards could be referred to, as organisations are encouraged to look to the standards and to use them as benchmarks or performance tools.

The most relevant NOS are: Managing Volunteers, Fundraising (NOS 2008) and NOS for Trustees and Management Committee Members.

Outcome 2 focuses on a specific aspect of volunteering within the organisation, This could be an initiative such as Lifelong Learning or Diversity or Health and Safety.

Other aspects of volunteering that could be examined are:

- ◆ an aspect of change in society that will put pressure on the extra number of service users or of volunteers who may wish to engage with services.
- ◆ the impact of volunteering on social capital
- ◆ the impact of volunteering on democracy
- ◆ the impact of volunteering on sustainable community development
- ◆ the impact of volunteering on the environment
- ◆ the impact of volunteering on sports
- ◆ the impact of volunteering on and by young people
- ◆ the impact of volunteering on and by older people

Candidates should be encouraged to discuss such aspects in general and to explore **one** specific aspect in detail.

In all possible situations/scenarios, it is important that consideration is given to management issues and, in particular, resource implications — both human and physical — and that candidates consider the importance of funding to the specific volunteering project. They should also consider other management issues such as the needs of stakeholders and the needs of beneficiaries.

Higher National Unit specification: support notes (cont)

Unit title: Volunteering Management: Policy and Practice

In preparatory research/discussion candidates may consider the claims of theorists, governments, authorities and so on, what they are based on, and how far they seem to apply or be relevant to the management of volunteering in the organisation.

Outcome 3 gives the candidate the opportunity to examine aspects of effective volunteering and to identify ways that those involved in the management of volunteering can support and influence practice within the organisation.

Candidates will require to investigate the development of effective volunteer management and will require to prepare an outline proposal for the development of an aspect of volunteering practice within the organisation. This proposal should be based on personal experience and they should use this as a basis to inform the organisation. It should demonstrate an understanding of how policy is structured. It should also highlight aspects of the impact of change and how this can be integrated and implemented to practice. The candidate will require to present findings on current practice and opportunities for change and make recommendations. Candidates will require to be given guidance on how to prepare and present an outline proposal.

Within this proposal they should consider:

- ◆ relevance of local, national and international policies which will drive the development of volunteering within the organisation
- ◆ opportunities that may arise from the management of volunteering in relation to need and strategic direction and policy
- ◆ alternatives on how the organisation might deliver the management of volunteering with strategic direction to meet the needs of the community or a wider audience
- ◆ the connections to policies which will drive the development of volunteering within the organisation
- ◆ ways of linking practice to policy
- ◆ ways of linking practice to context within the organisation

The candidate should be able to relate this to his/her own experience.

Guidance on the delivery and assessment of this Unit

Wherever possible, the delivery should be contextualised to the needs of the specific organisation, and candidates should be able to relate the learning and teaching to their own experience. Throughout the Unit candidates should be encouraged to make links between organisational strategy, policy and practice.

This Unit would normally be delivered as the first Unit in the suite for the PDA Volunteering Management as it provides the required underpinning knowledge for the other two Units in the PDA. The Unit could be undertaken through an intensive short introductory course followed by candidate/peer support sessions using telephone and email.

This Unit is research-based and candidates should be encouraged to undertake independent, study, enquiry and research.

Higher National Unit specification: support notes (cont)

Unit title: Volunteering Management: Policy and Practice

While a broad overview of policy and practice is required, particularly for Outcome 1, candidates should be encouraged to relate issues to the context of their own organisation.

Throughout the Unit there should be opportunities for group discussion. Scenarios and case studies should be used and, where possible, there should be input from practitioners.

The following approaches could enhance learning and teaching:

Use of case studies

Talks from specialists/practitioners

Educational visits — candidates could benefit from a visit to another agency or national

Examples of possible assessments

The Unit could be assessed by two written assessments and by a short oral presentation.

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

Outcome 1

For Outcome 1, candidates could be asked to provide extended responses to a series of questions. Questions should be set to reflect the knowledge and skills and Evidence Requirements and the written response for each question should be of approx 150–200 words.

The questions should allow the candidate to reflect on and critically analyse policy in relation to an aspect on volunteering.

Examples of topics for questions are set out below.

- 1 Identify a broad range of policy areas that impact on volunteering at local, national and international levels.
- 2 Identify a range of policy areas that impact on volunteering in your organisational setting.
- 3 Explain how three policies impact on the development and management of volunteering in your organisational setting.
- 4 Identify and explain the impact of legislation on volunteering at a national level.
- 5 Identify and explain the impact of legislation on volunteering within your organisational setting.
- 6 Explain the definitions of volunteering in your organisational setting.

Outcome 2

Outcome 2 could be assessed by an extended response of 1,500–2,000 words.

Candidates should use a range of research skills to explore one policy area that has impact on the organisational strategic goal and direction. Candidate should consider the impact of this policy on beneficiaries (the people that benefit from the organisation's work), its volunteers, paid staff and other stakeholders (such as individual contributors, funding, and resourcing and partnership organisations).

Higher National Unit specification: support notes (cont)

Unit title: Volunteering Management: Policy and Practice

Candidates should consider its beneficiaries (the people that benefit from the organisation's work), its volunteers, paid staff and other stakeholders (such as individual contributors, funding and partner organisations). The strategy developed should contain detailed objectives that spell out how the organisation intends to achieve its mission.

At the planning stage candidates should be encouraged to gather evidence of consultation with volunteers and key stakeholders.

Outcome 3

For Outcome 3 candidates could be asked to present an outline proposal for the development of an aspect of volunteering practice.

The Outline proposal should be on the development of an aspect of the management of volunteering practice. Where possible the outline proposal for Outcome 3 should be work-related and should provide an opportunity for the candidates to make a contribution to the field of management of volunteering.

Candidates should reflect on their management of volunteering practice-ensuring that management of volunteering within the organisation is adequately resourced.

To promote best practice, candidates could be encouraged to provide hand-out notes to support the presentation which should last approximately 8–10 minutes.

Suggested reading and sources:

- ◆ Schon D., (1991), *The Reflective Practitioner*, Aldershot, Ashgate Publishing Ltd.
- ◆ Blaxter C., Hughes C., & Tight M., (2001) *How to Research*, Maidenhead, Open University Press.
- ◆ Creswell JW., (2003) *Research Design*, London. Sage Publications.
- ◆ National Occupational Standards — *The Workforce Hub*
<http://www.ukworkforcehub.org.uk/DisplayPage.asp?pageid=8701>
- ◆ Volunteer Development Scotland website — www.vds.org.uk

Open learning

There may be opportunities to deliver this Unit by Open or Blended Learning.

Opportunities for developing Core Skills

There is no automatic certification of Core Skills or Core Skills components in this Unit. However, there are clear opportunities to develop aspects of the Core Skill in *Communication*, particularly Written Communication through the assessments for Outcomes 1 and 2 and Oral Communication by the assessment for Outcome 3.

Higher National Unit specification: support notes (cont)

Unit title: Volunteering Management: Policy and Practice

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).

General information for candidates

Unit title: Volunteering Management: Policy and Practice

This Unit is one of three that make up the Professional Development Award (PDA) in Volunteering Management at SCQF level 8. The PDA will provide progression from the Customised Awards at SCQF levels 6 and 7.

This Unit is designed for you if you are involved in volunteering and managing volunteers. It is intended to provide/enhance your knowledge of the wider context of developing and managing policies and strategies that support volunteering, and to increase your understanding of the policies and structures underpinning it. It will help develop knowledge, skills and confidence in order to be able to engage with and influence policy and improve practice.

The Unit is research-based and allows opportunities to address relevant areas of social policy and to analyse an aspect of volunteering within the organisation.

On completion of the Unit you should be able to:

- 1 Examine policy and legislation which influence volunteering at international, national and local level.
- 2 Analyse one policy in relation to a specific aspect of management of volunteering within the organisation.
- 3 Investigate how managers can influence the practice of volunteering management within the organisation and present findings and recommendations.

This Unit is assessed by three assessments. Outcome 1 could be assessed by a series of extended response questions (approximately 150–200 words per question); Outcome 2 by an extended response (approx 1,500–2,000 words) and Outcome 3 by an oral presentation of an outline proposal. The assessments will help develop aspects of the Core Skill in *Communication*, particularly Written and Oral.