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Arrangements for

PDA Volunteering Management at SCQF level 8

Group Award Code: G917 48

Validation date: 18 July 2008

Date of original publication: August 2008

Version: 01

Acknowledgement

History of changes

It is anticipated that changes will take place during the life of the qualification, and this section will record these changes. This document is the latest version and incorporates the changes summarised below.

Version number	Description	Date	Authorised by

Contents

1   Introduction

This is the Arrangements Document for the new Group Award - Professional Development Award (PDA) Volunteering Management at SCQF level 8 which was validated on 18 July 2008. This document includes: background information on the development of the Group Award, its aims, guidance on access, details of the Group Award structure, and guidance on delivery.

2   Rationale for the development of the Group Award

2.1   Historical perspective

The PDA Volunteering Management was developed by SQA in conjunction with Volunteer Development Scotland (VDS). VDS is Scotland's Centre for Excellence for Volunteering and is the organisation responsible for informing people on all matters relating to volunteering. VDS provides a central point for information on training in volunteering and co-ordinating the management of volunteering. Its mission is to inform and connect people with volunteering.

Prior to the development of this Group Award, the qualifications in Scotland for Volunteering were a: Higher Education Diploma in Volunteering level 8 which had been developed in collaboration with the University of Dundee, and the Customised Awards: Co-ordinating Volunteers level 6 and Management of Volunteers level 7. After a review of the Diploma in Volunteering Management in November 2007, it was recommended that there should be greater cohesion between the different qualifications offered by VDS and it was agreed that this could be best achieved through a suite of SQA qualifications which had clear the progression routes. The PDA Volunteering Management builds on some of the earlier work with the University of Dundee.

2.2   Current position

As well as evaluating research, at all stages in the development VDS consulted with stakeholders in volunteer management to ensure that the award meets the needs of managers within a volunteering setting, and to ensure that the new award would enhance career and employment opportunities for those working in the management of volunteering.

The new Group Award is comprised of three HN Units, each at SCQF level 8. It provides an SQA qualification for those working at a senior level in the management of volunteering, with a clear progression pathway through SQA qualifications from the Customised Awards. All qualifications in the suite have been levelled and sit within the Scottish Credit and Qualifications Framework (SCQF).It meets the changing needs across all sectors where volunteering takes place: public, private and voluntary. It provides individuals at a senior level with the required skills to lead and evaluate programmes and to implement and manage change within their organisation.

The PDA will allow managers working within a volunteering setting to develop their skills and knowledge of management at a strategic level, taking into account the external policy environment and performance management and evaluation tools to demonstrate the impact of volunteers and volunteering within the organisation. The Outcomes in each of the Units have been aligned to the National Occupational Standards for Managing Volunteers.

3 Aims of the Group Award

3.1 General aims of the Group Award

The key aim of the PDA Volunteering Management at level 8 is to provide an opportunity for those working at a senior level of responsibility within a volunteering setting to develop the knowledge and skills required to contribute to the management of volunteering.

The three Units in the award have been designed to encompass these key competences which aim to meet the needs identified by employers. These are:

Unit 1:   F41T 35   Volunteering Management: Policy and Practice

Unit 2:   F41S 35   Volunteering Management: Evaluating and Improving Professional Practice

Unit 3:   F424 35   Volunteering Management: Leadership and Management in Volunteering

The PDA will:

♦   provide learning experiences to develop planning and research skills
♦   develop in candidates the appropriate attitudes, skills and knowledge to work effectively and collaboratively
♦   develop interpersonal, team -working and communication skills
♦   develop transferable skills
♦   provide progression opportunities from relevant non advanced and advanced training courses and qualifications
♦   Enhance career opportunities

3.2 Specific aims

The PDA will:

♦   provide the candidate with the required knowledge of internal policies, underlying principles, local, national and international policy that may impact and influence volunteering. (Unit 1);
♦   provide the candidate with an understanding of the importance of resourcing and funding in volunteering and accountability relating to funding (Unit 3);
♦   provide the candidate with an understanding of issues relating to the enhancement of work practice in volunteering management (Unit 3);
♦   develop the candidate's knowledge and skills relating to performance measurement (Unit 2);
♦   develop skills relating to the planning and management of change (Unit 3);
♦   develop an understanding of leadership skills and the practical application of these skills (Unit 1, 2 and 3);
♦   develop an understanding of management skills and the practical application of these skills (Unit 1, 2 and 3);
♦   develop professional awareness and an understanding of values.(Units 1 and 3);
♦   develop awareness, sensitivity and empathy to work in varied volunteering contexts (Units 1 and 3);
♦   develop skills in evaluation and self evaluation (Unit 2).

These specific aims link directly with the Knowledge and Skills listed in the Unit Specifications.

3.3 Target groups

The award is aimed at candidates working in the voluntary sector who require to contribute to the organisation's goals relating to the management of volunteering. Candidates will normally have experience of working in a volunteering setting and will normally have completed an appropriate qualification. However, other candidates may be graduates from other disciplines, or may not have formal qualifications, but have wide experience in the field.

It is particularly relevant for those who wish a continuation of previous learning, eg, through the Customised Awards at SCQF levels 6 and 7 and/or for direct entry using accreditation of prior learning.

3.4 Employment opportunities

There are wide and varied opportunities for candidates working in a range of contexts in the public, private and volunteering sectors.

4 Access to Group Award

Access to the Group Award will be at the discretion of the Centre.

Candidates will normally have completed a programme of study in a relevant field at SCQF level 6 or above. This could be evidenced by any of the following:

♦ a group of SQA Highers
♦ an HNC in a related discipline, eg HNC Working with Communities
♦ an SVQ in a related discipline, eg Community Development Work, Advice and Guidance, Youth Work
♦ the Customised Awards, Coordinating Volunteers SCQF level 6 or Management of Volunteers SCQF level 7.

(**NB**: the above list is neither prescriptive nor exhaustive and other relevant qualifications may be acceptable).

While it is acknowledged that many candidates may have more advanced qualifications, it may also be the case that some candidates do not have formal relevant qualifications. In this situation the centre will assess suitability on an individual basis. In such cases each candidate may be judged on individual abilities and experience and entry to the course would be by APL. Good communication skills, both oral and written, are required. Current experience as a coordinator, leader and/or manager within a volunteering setting would be advantageous. Some experience or knowledge of evaluation and research methodologies is desirable

5 Group Award structure

The PDA Volunteering Management is comprised of 3 HN Units. Each Unit is mandatory and has credit value of 1 credit. Thus the full Group Award is of credit value of 3 and carries 24 SCQF credit points at level 8.

5.1 Framework

Unit title	Code	SCQF credit points	SCQF level	SQA credit value
Volunteering Management: Policy and Practice	F424 35	8	8	1
Volunteering Management: Evaluating and Improving Professional Practice	F41T 35	8	8	1
Volunteering Management: Leadership and Management in Volunteering	F41S 35	8	8	1

5.2 Mapping information

Relationship of PDA General aims and Specific aims to Units

(all titles have been abbreviated)

General aims	Unit 1 F424 35	Unit 2 F41T 35	Unit 3 F41S 35
Planning and research	x	x	x
Professional Awareness	x		x
Work Practice			x
Attitudes and skills		x	x
Evaluation		x	
Team Building		x	x

Specific aims	Unit 1	Unit 2	Unit 3
Policies and legislation	x		
Funding and accountability			x
Performance Measurement		x	
Planning	x	x	
Management of change			x
Leadership	x	x	x

5.3   Articulation, professional recognition and credit transfer

SQA has been working with VDS to establish a framework of awards for Volunteering, with the aims of providing a range of distinct awards in volunteering, ranging from the Customised Award Co-ordinating Volunteers at SCQF level 6, and the Customised Award Management of Volunteers at SCQF level 7 to the PDA Volunteering Management at SCQF level 8.

There are a number of potential routes for progression from the award. At present these are more informal than formal

The Units in the PDA Volunteering Management have been mapped against the National Occupational Standards for Managing Volunteers. (Information on the relationship of the Units to the NOS is presented in table form in Appendix 1)

5.4   Core Skills opportunities

Although not formally assessed as part of the PDA, skills in *Communication, Numeracy, Problem Solving, Working with Others* and *IT* will be developed through the Units. This will help managers and senior staff to work effectively with others (ie staff and volunteers) in their organisation.

5.4.1   Core Skills entry and exit profiles

The recommended Core Skills entry profile is as follows:

Communication	SCQF level 6
Numeracy	SCQF level 5
Problem Solving	SCQF level 6
Information Technology	SCQF level 5
Working with Others	SCQF level 6

The recommended Core Skills exit profile is as follows:

Communication	SCQF level 6
Numeracy	SCQF level 6
Problem Solving	SCQF level 6
Information Technology	SCQF level 6
Working with Others	SCQF level 6

6 Approaches to delivery and assessment

6.1 Content and context

Candidates will be asked to demonstrate understanding of the differences between management and leadership, undertake strategic planning, appropriate methods to manage change, external quality frameworks for managing volunteering, research methodologies and the impact of research and external policies on practice.

The table below outlines the main skills/knowledge provided by the PDA.

Unit Name	Knowledge and/or Skills
Volunteering Management: Policy and Practice (F424 35)	♦ Research skills ♦ Research methodologies ♦ Information and knowledge management ♦ Communication skills ♦ Existing policies which impact on volunteering; ♦ Key political, economic, social, technological and legal factors relating to the organisation's strategic objectives ♦ Definitions of Volunteering ♦ Sources of funding which match policies that drive volunteering in the organisation. ♦ Structures ♦ Impact of change National Occupational Standards for Managing of Volunteers.
Volunteering Management: Evaluating and Improving Professional Practice (F41T 35)	♦ 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 ♦ Assessment of the degree of achievement of practice

Unit Name	Knowledge and/or Skills
Volunteering Management: Leadership and Management in Volunteering (F41S 35)	♦ The differences between management and leadership ♦ Principles of management-planning, organising, leading, controlling ♦ Organisational objectives ♦ Strategic planning and direction ♦ Managing volunteering and associated tasks

6.2 Delivery and assessment

Although the Units in this PDA are designed and intended to be delivered as part of the Group Award, it is possible for the individual Units to be delivered as stand-alone Units as part of a candidate's individual Continuing Professional Development needs.

6.3 Modes of delivery

The following is a suggested delivery schedule where the Units are delivered as part of the Group Award. It is not prescriptive. Other appropriate delivery plans could be used.

♦ Unit F424 35 *Volunteering Management Policy and Practice*: this Unit provides underpinning knowledge for the other component Units and, as such, would benefit from being delivered first

♦ Followed by Unit F41T 35 *Volunteering Management: Evaluating and Improving Professional Practice* and, finally,

♦ Unit F41S 35 *Volunteering Management Leadership and Management in Volunteering*

This is a logical sequence which allows practice experience and competence to be developed in a structured manner.

The PDA has been designed for delivery as a taught course and will normally be delivered through a combination of workshops and self-directed study.

Taught sessions could include direct delivery of content, facilitator-led discussion, small group discussion, paired work such as discussion, tasks and role-play. Candidates may be asked to provide feedback to the group or to give oral presentations to their peer group.

Candidates will be introduced to the concept of reflection as part of Unit F424 35, *Volunteering Management: Policy and Practice* (Unit 1) and will be required to use reflective learning as they progress through Units 2 (F41T 35) and 3 (F41S 35). The aim is that working through the Units should allow the candidates to come up with an action plan to improve their own practice.

The candidate will require to examine his/her own leadership and management skills to evaluate his/her performance within his/her organisation, thereby embedding new learning and skills into day-to-day management.

Each Unit requires that the candidate produces written work which in most cases is research-based. There are opportunities for evaluation and self evaluation. Where possible the candidate should draw on his/her practical experience in particular volunteering contexts.

6.4 Assessment

Assessment has been designed to allow candidates to enhance their own practice. The use of reports and projects is crucial to this. Candidates should reflect on own practice and that of the organisation in order to critically evaluate them and allow them to apply what they have learned to improve activities within the organisation.

Each Unit is assessed separately. Each Unit requires that the candidate produces written work which in most cases is research-based. There are opportunities for evaluation and self evaluation, and where possible the candidate should draw on his/her practical experience in particular volunteering contexts. More detail on assessment is provided in each Unit.

7 General information for centres

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**).

Internal and external verification

All instruments of assessment used within this/these Group Award(s) should be internally verified, using the appropriate policy within the centre and the guidelines set by SQA.

External verification will be carried out by SQA to ensure that internal assessment is within the national guidelines for these qualifications.

Further information on internal and external verification can be found in *SQA's Guide to Assessment and Quality Assurance for Colleges of Further Education* (**www.sqa.org.uk**).

8 General information for candidates

The Professional Development Award in Volunteering Management at SCQF level 8

8.1 The purpose of the PDA

The Professional Development Award (PDA) Volunteering Management has been developed by SQA in conjunction with Volunteer Development Scotland (VDS).

This new qualification will equip those working at a senior level within a volunteering setting to develop the knowledge and skills required to contribute to the management of volunteering It provides an opportunity to gain a qualification at SCQF level 8.This qualification should therefore be of interest to a wide range of staff and volunteers in the sector with different backgrounds, qualifications and experience.

8.2 Structure and content of the PDA

The Award is made up of three Higher National Units:

F424 35   Volunteering Management: Policy and Practice

F41T 35   Volunteering Management: Evaluating and Improving Professional
Practice

F41S 35   Volunteering Management: Leadership and Management in
Volunteering

For each Unit candidates will require to produce written work which in most cases will be research-based. Where possible, candidates should draw on their own practical experience in specific volunteering contexts.

The following information gives a summary of each Unit.

Unit 1   Volunteering Management: Policy and Practice

This Unit is designed to extend candidates' knowledge and understanding of the wider context relating to the development and management of policies and strategies that support volunteering. It is research -based and allows opportunities to examine relevant areas of social policy and to critically analyse one aspect of volunteering within an organisation.

**Unit 2   Volunteering Management: Evaluating and Improving Professional
Practice**

This Unit develops understanding of professional values, good practice and ongoing professional development in the management of volunteering. In particular, it develops managers' skills in the monitoring and evaluation of programmes and practice, and in finding solutions to improve professional practice. The Unit provides an analytical approach to practice and also provides opportunities to explore different approaches to performance measurement.

Unit 3 Volunteering Management: Leadership and Management in Volunteering

This Unit prepares candidates to operate efficiently as a manager within volunteering. Candidates will require to link theory to practice and apply their knowledge of leadership and motivation theories and skills in a work-place situation through a specific project. They will require to analyse real volunteering situations and to reflect on their own practice.

8.3 Assessment

Each of the three Units is assessed separately, usually by two or three assignments based on research and/or case studies. There will normally be at least one written assessment per Unit, and there may also be a presentation for one of the Units.

8.4 Entry requirements

There are no formal entry requirements for this PDA. 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.

Acceptance for the course is at the discretion of the centre.

9 Glossary of terms

SCQF: This stands for the Scottish Credit and Qualification Framework, which is a new way of speaking about qualifications and how they inter-relate. We use SCQF terminology throughout this guide to refer to credits and levels. For further information on the SCQF visit the SCQF website at **www.scqf.org.uk**

SCQF credit points: One HN credit is equivalent to 8 SCQF credit points. This applies to all HN Units, irrespective of their level.

SCQF levels: The SCQF covers 12 levels of learning. HN Units will normally be at levels 6–9. Graded Units will be at level 7 and 8.

Subject Unit: Subject Units contain vocational/subject content and are designed to test a specific set of knowledge and skills.

Graded Unit: Graded Units assess candidates' ability to integrate what they have learned while working towards the Units of the Group Award. Their purpose is to add value to the Group Award, making it more than the sum of its parts, and to encourage candidates to retain and adapt their skills and knowledge.

Dedicated Core Skill Unit: This is a Unit that is written to cover one or more particular Core Skills, eg HN Units in Information Technology or Communications.

Embedded Core Skills: This is where the development of a Core Skill is incorporated into the Unit and where the Unit assessment also covers the requirements of Core Skill assessment at a particular level.

Signposted Core Skills: This refers to the opportunities to develop a particular Core Skill at a specified level that lie outwith automatic certification.

Qualification Design Team: The QDT works in conjunction with a Qualification Manager/Development Manager to steer the development of the HNC/D from its inception/revision through to validation. The group is made up of key stakeholders representing the interests of centres, employers, universities and other relevant organisations.

Consortium-devised HNCs and HNDs are those developments or revisions undertaken by a group of centres in partnership with SQA.

Specialist single centre and specialist collaborative devised HNCs and HNDs are those developments or revisions led by a single centre or small group of centres who provide knowledge and skills in a specialist area. Like consortium-devised HNCs and HNDs, these developments or revisions will also be supported by SQA.

10   Appendices

Appendix 1: Relationship with/links to National Occupational Standards

Appendix 1: Relationship with/links to National Occupational Standards

The Group Award has been mapped to the National Occupational Standards in Managing Volunteers. The Table below presents a mapping of the 39 standards against relevant Outcomes from the PDA in Volunteering Management (level 8).

Managing Volunteers National Occupational Standard	PDA Unit	Outcome
A Develop and evaluate volunteering strategies and policies		
A1 Contribute to the development of your organisation's strategy	1	1, 2, 3
A2 Develop your organisation's volunteering policy	1	2, 3
A3 Develop organisational structures and systems to support volunteering	1	2, 3
A4 Develop plans to meet your organisations' goals	1, 3	1, 3
A5 Evaluate volunteers' contributions to your organisations goals	2	1, 2
B Promote Volunteering	-	-
B1 Champion volunteering within your organisation	1	1
B2 Involve, motivate and retain volunteers	1	2
B3 Develop relationships with individuals and organisations that can support your volunteering strategy	1	3
C Recruit and induct volunteers	-	-
C1 Advertise for volunteers	-	-
C2 Contribute to the recruitment and placement of volunteers	-	-
C3 Recruit and place volunteers	-	-
C4 Induct volunteers	-	-
C5 Manage the induction of volunteers	-	-
D Manage and develop volunteers	-	-
D1 Plan, organise and monitor the work of volunteers	2	1, 2
D2 Lead and motivate volunteers	3	1
D3 Support the development of volunteer's knowledge, skills and competence	-	-
D4 Enable learning through demonstration and instruction	-	-
D5 Enable group learning	-	-
D6 Maintain records of volunteers	-	-
D7 Manage volunteers' expenses	-	-
D8 Help address problems affecting volunteers	-	-
E Manage yourself, your relationships and your responsibilities	-	-
E1 Manage and continuously develop your capacity for managing volunteers	3	3
E2 Manage and continuously develop your own and others' capacity for managing volunteers	3	3
E3 Develop productive working relationships with volunteers, colleagues and your manager	-	-
E4 Develop productive working relationships	-	-
E5 Contribute to the maintenance of a healthy, safe and productive working environment	-	-
E6 Monitor procedures to control risks to health and safety	-	-
E7 Promote a health and safety culture in the workplace	-	-

Managing Volunteers National Occupational Standard	PDA Unit	Outcome
F Provide support to volunteering	-	-
F1 Promote your organisation and its services to stakeholders	2	2
F2 Manage projects involving volunteers	2	2
F3 Obtain funds to realise your organisations' volunteering policies	3	3
F4 Manage the use of financial resources	3	3
F5 Negotiate and manage agreements for supplies	-	-
F6 Manage the use of physical resources	3	3
F7 Organise events	-	-
F8 Improve the quality of service provision	2	2, 3
F9 Facilitate meetings	2	3
F10 Manage information and knowledge	2	3
F11 Report to external agencies	2	3

The Units have been selected to meet the needs identified by employers and to encompass key competences which have been established through consultation with the sector.