

# SFTMVC1

## Manage the recruitment and placement of volunteers



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### Overview

This unit is about managing the recruitment and placement of volunteers. This involves specifying volunteers' roles and the knowledge, skills and experience required; overseeing the recruitment and placement of volunteers; and agreeing mutual expectations with volunteers.

# SFTMVC1

## Manage the recruitment and placement of volunteers

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### Performance criteria

#### Define volunteer roles and the knowledge, skills and experience required

*You must be able to:*

- P1 involve people with relevant knowledge and expertise in defining volunteer roles
- P2 identify the contributions that volunteers can make to your organisation's goals
- P3 identify roles that are suitable for volunteers with a diverse range of abilities, styles and motivations
- P4 identify the potential benefits of roles to volunteers
- P5 ensure that risk assessments are carried out for volunteer roles
- P6 ensure that roles for volunteers do not undermine or substitute the work of any paid staff, and vice versa
- P7 prepare role descriptions for proposed volunteer roles that clearly
  - P7.1 identify the role's purpose, responsibilities and working relationships
  - P7.2 define the limits of the volunteer's role
- P8 prepare volunteer specifications for proposed volunteer roles that clearly
  - P8.1 identify the knowledge, skills, experience, personal qualities and availability required
  - P8.2 specify any factors which would exclude certain people from being considered for the role
  - P8.3 state any references or official checks that will be carried out on applicants for the role
- P9 ensure that role descriptions and volunteer specifications
  - P9.1 are sufficiently broad and flexible to include volunteers with diverse needs, abilities and preferences
  - P9.2 comply with relevant legislation and organisational policies
- P10 use the role descriptions and volunteer specifications to establish fair and clear criteria against which the suitability of potential volunteers can be assessed

#### Oversee the recruitment and placement of volunteers

*You must be able to:*

- P11 ensure that processes are used to attract volunteers from a wide range of backgrounds and abilities
- P12 ensure that potential volunteers are made aware of
  - P12.1 the volunteer roles you are recruiting for and the activities involved
  - P12.2 how the volunteer roles contribute to strategic goals
  - P12.3 the potential benefits of the volunteer roles to themselves
  - P12.4 the knowledge, skills, experience, personal qualities and availability required
  - P12.5 the application and selection process

# SFTMVC1

## Manage the recruitment and placement of volunteers

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- P12.6 any mandatory training requirements
- P12.7 any factors which would exclude them from being considered for certain volunteer roles
- P12.8 any references or official checks that will be carried out on applicants for the role
- P12.9 the commitment they would need to make
- P13 ensure that assessment and selection methods are standardised for each different role and that established, fair and clear criteria are used to assess the suitability of volunteers
- P14 ensure that references and official checks are carried out wherever required
- P15 ensure that volunteers are placed in suitable volunteering roles
- P16 ensure that relevant feedback is given to applicants who are not suitable for the volunteer roles available

### **Agree mutual expectations with volunteers**

#### *You must be able to:*

- P17 draw up volunteering agreements that reflect the level of risk involved in the volunteer role and the level of commitment being made by the volunteer
- P18 ensure volunteering agreements include information on
  - P18.1 the volunteer role, the activities involved and the boundaries of the role
  - P18.2 the standards of performance and behaviour expected of volunteers
  - P18.3 the training, support and supervision the volunteer can expect from your organisation
  - P18.4 the risk assessment for the role and the terms of any insurance cover
  - P18.5 the expenses that will be reimbursed by your organisation
  - P18.6 any organisational policies that are relevant to the volunteer role
- P19 ensure volunteers understand the importance of the volunteering agreement and that it is binding in honour only
- P20 record information accurately and process it in line with legal requirements and organisational policy

# SFTMVC1

## Manage the recruitment and placement of volunteers

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### Knowledge and understanding

*You need to know and understand:*

#### Activity and project management

K1 legal and organisational requirements relating to contracts and agreements

#### Analysis, accounting and decision-making

*You need to know and understand:*

K2 analytical principles, methods, tools and techniques  
K3 evaluation principles, methods, tools and techniques  
K4 legal and organisational requirements relevant to risk management  
K5 planning principles, methods, tools and techniques  
K6 risk management principles, methods, tools and techniques

#### Information and communication

*You need to know and understand:*

K7 briefing and debriefing principles, methods, tools and techniques  
K8 communication principles, methods, tools and techniques  
K9 information gathering principles, methods, tools and techniques  
K10 record-keeping principles, methods, tools and techniques  
K11 research and investigative principles, methods, tools and techniques

#### People management

*You need to know and understand:*

K12 diversity principles, methods, tools and techniques  
K13 equality principles, methods, tools and techniques  
K14 feedback principles, methods, tools and techniques  
K15 human resource management principles, methods, tools and techniques  
K16 legal and organisational requirements relevant to human resource management  
K17 legal and organisational requirements relevant to involving volunteers  
K18 principles, methods, tools and techniques for assessing people's knowledge, skills and personal qualities and identifying learning needs  
K19 recruitment principles, methods, tools and techniques  
K20 training and development principles, methods, tools and techniques  
K21 volunteer management principles, methods, tools and techniques

# SFTMVC1

## Manage the recruitment and placement of volunteers

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### Work context

*You need to know and understand:*

- K22 codes of practice and standards of performance expected of volunteers
- K23 current and future roles and responsibilities in your organisation
- K24 other volunteer-involving organisations and volunteering opportunities available
- K25 relevant organisational policies and procedures
- K26 sector-specific knowledge and information
- K27 your organisation's culture, values and ethos
- K28 your organisation's vision, mission and strategic objectives
- K29 your organisation's volunteers and their diverse interests, needs, abilities and preferences
- K30 your own knowledge, skills and competence and the limits of these
- K31 your role and responsibilities

# SFTMVC1

## Manage the recruitment and placement of volunteers

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### Additional Information

#### Behaviours

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

- 1.1. seize the opportunities presented by diversity

##### 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. use a range of communication styles and techniques to maintain people's interest and attention
- 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
- 2.9. modify communication in response to feedback

##### 3. **Entrepreneurship**

- 3.1. balance risks against the benefits that may arise from taking risks

##### 4. **Ethical stance**

- 4.1. comply with, and ensure that others comply with, legal requirements, industry regulations, organisational policies and professional codes
- 4.2. act within the limits of your authority
- 4.3. act to protect the health, safety and well-being of others
- 4.4. act to uphold individuals' rights
- 4.5. set objectives and create cultures that are ethical and sustainable
- 4.6. show integrity and fairness in decision-making

##### 5. **Focus on results**

- 5.1. set demanding but achievable objectives for self and others
- 5.2. prioritise objectives and schedule work to make the best use of time and resources
- 5.3. accurately calculate risks, and make provision so that unexpected

# SFTMVC1

## Manage the recruitment and placement of volunteers

---

- events do not impede the achievement of objectives
- 5.4. take personal responsibility for making things happen
- 5.5. clearly state what is required of others and hold them to account
- 5.6. check individuals' commitment to their roles in a specific course of action
  
- 6. Information and knowledge management**
- 6.1. make best use of existing sources of information
  
- 7. Persuasiveness**
- 7.1. seek to understand people's needs and motivations
- 7.2. identify clearly the value and benefits to people of a proposed course of action
- 7.3. present information and arguments convincingly and in ways which strike a chord with people
- 7.4. use factual evidence to support arguments
  
- 8. Relationship management**
- 8.1. work to develop an atmosphere of professionalism and mutual support
  
- 9. Thinking and decision-making**
- 9.1. identify the range of elements in a situation and how they relate to each other
- 9.2. identify the implications or consequences of a situation
- 9.3. take timely decisions that are realistic for the situation

# SFTMVC1

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