

SFTMVD2

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.

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Performance criteria

Inform volunteers about their activities and responsibilities

You must be able to:

- P1 choose appropriate times and places to inform volunteers about their activities and responsibilities
- P2 explain the purpose and value of the activities that you want volunteers to do and encourage them to achieve high standards
- P3 encourage and support volunteers to take ownership of the activities and to suggest ways of working appropriate to their diverse needs, abilities and potential
- P4 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
- P5 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
- P6 agree with each volunteer the limits of their responsibilities, clearly specifying anything they are not allowed to do
- P7 agree with volunteers how they should communicate with you and with each other
- P8 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

You must be able to:

- P9 monitor volunteering activities to ensure they are progressing satisfactorily
- P10 provide feedback to volunteers and encourage them to continue their activities successfully
- P11 provide support to help volunteers overcome difficulties, if necessary
- P12 promote a culture in which individuals are not blamed for difficulties, but that these are seen as an opportunity for learning
- P13 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

You must be able to:

- P14 choose appropriate times and places to discuss activities and exchange feedback with volunteers
- P15 clearly explain the purpose of the discussion and encourage open and honest communication
- P16 encourage and support volunteers to reflect on their activities and provide objective feedback to you

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- P17 give volunteers an objective and balanced evaluation of their activities
- P18 acknowledge and celebrate volunteers' achievements in order to encourage and motivate them
- P19 provide constructive suggestions to improve volunteers' effectiveness and agree these with the volunteers involved
- P20 identify where volunteers may need additional support and make this available, where appropriate

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Knowledge and understanding

You need to know and understand:

Activity and project management

- K1 co-ordination principles, methods, tools and techniques
- K2 legal and organisational requirements for health and safety
- K3 monitoring principles, methods, tools and techniques
- K4 objective setting principles, methods, tools and techniques
- K5 quality assurance and continuous improvement principles, methods, tools and techniques
- K6 work methods, tools and techniques

Analysis, accounting and decision-making

You need to know and understand:

- K7 evaluation principles, methods, tools and techniques
- K8 legal and organisational requirements relevant to risk management
- K9 problem-solving principles, methods, tools and techniques
- K10 risk management principles, methods, tools and techniques

Information and communication

You need to know and understand:

- K11 briefing and debriefing principles, methods, tools and techniques
- K12 communication principles, methods, tools and techniques
- K13 information sharing principles, methods, tools and techniques
- K14 questioning principles, methods, tools and techniques

People management

You need to know and understand:

- K15 consultation principles, methods, tools and techniques
- K16 delegating principles, methods, tools and techniques
- K17 diversity principles, methods, tools and techniques
- K18 equality principles, methods, tools and techniques
- K19 feedback principles, methods, tools and techniques
- K20 human resource management principles, methods, tools and techniques
- K21 influencing principles, methods, tools and techniques
- K22 instruction principles, methods, tools and techniques
- K23 leadership principles, methods, styles and techniques
- K24 learning and development opportunities available
- K25 legal and organisational requirements relevant to human resource management
- K26 legal and organisational requirements relevant to involving volunteers
- K27 motivation principles, methods, tools and techniques

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- K28 principles, methods, tools and techniques for assessing people's performance
- K29 supervision principles, methods, tools and techniques
- K30 support principles, methods, tools and techniques
- K31 team-working principles, methods, tools and techniques
- K32 volunteer management principles, methods, tools and techniques

Work context

You need to know and understand:

- K33 codes of practice and standards of performance expected of volunteers
- K34 relevant organisational policies and procedures
- K35 your organisation's culture, values and ethos
- K36 your organisation's vision, mission and strategic objectives
- K37 your organisation's volunteers and their diverse interests, needs, abilities and preferences
- K38 your own knowledge, skills and competence and the limits of these
- K39 your role and responsibilities

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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

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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 well-being 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

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- 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

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