



Australian Government

SITXHRM502 Manage volunteers

Release 1

SITXHRM502 Manage volunteers

Modification History

The version details of this endorsed unit of competency set are in the table below. The latest information is at the top.

Version	Comments
1.0	E Replaces and is equivalent to SITXHRM004A Manage volunteers.

Unit Descriptor

This unit covers the performance outcomes, skills and knowledge required to manage a volunteer workforce. It requires the ability to determine and evaluate volunteer staffing requirements, recruit, select, train and maximise volunteer retention.

Application of the Unit

This unit applies to individuals working in any industry who need to manage volunteer involvement in business or community activities. It is particularly relevant in the community, cultural, sporting and tourism sectors where volunteers feature prominently as part of the workforce both as part of one-off events and ongoing industry activities.

It applies to senior personnel who operate independently or with limited guidance from others, including dedicated specialist staff or operational supervisors and managers.

Licensing/Regulatory Information

No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.

Pre-Requisites

Not applicable.

Employability Skills Information

This unit contains employability skills.

Elements and Performance Criteria Pre-Content

Elements and Performance Criteria

Elements describe the essential outcomes of a unit of competency. Performance criteria describe the performance needed to demonstrate achievement of the element. Where bold italicised text is used, further information is detailed in the required skills and knowledge section and the range statement. Assessment of performance is to be consistent with the evidence guide.

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| 1. Research, determine and define needs for volunteer involvement. | <p>1.1 Determine and evaluate volunteer requirements based on analysis of relevant <i>human resource information</i> and consultation with relevant stakeholders.</p> <p>1.2 Assess <i>benefits, costs and risks</i> of volunteer involvement to the organisation.</p> <p>1.3 Establish and assess the requirements and impacts of <i>relevant legislation and industry codes</i>.</p> <p>1.4 Define overall volunteer roles according to specific organisational or project requirements.</p> |
| 2. Undertake volunteer recruitment. | <p>2.1 Identify and incorporate consideration of volunteer <i>social and other motivations</i> in work design programs.</p> <p>2.2 Develop appropriate <i>position descriptions</i> based on review of volunteer roles.</p> <p>2.3 Establish and incorporate <i>volunteer rewards</i> into the recruitment program.</p> <p>2.4 Communicate and delegate responsibility for volunteer coordination to relevant paid personnel.</p> <p>2.5 Identify key <i>target areas</i> from which volunteers might be recruited.</p> |
| 3. Maximise volunteer retention. | <p>3.1 Develop a climate of recognition and support for volunteers through <i>representation in the wider environment</i>.</p> <p>3.2 Identify and incorporate individual requirements of volunteers into work role design.</p> <p>3.3 Arrange suitable induction and training for volunteers to ensure work roles, rights and responsibilities are clearly understood.</p> |
| 4. Ensure a positive experience for volunteers. | <p>4.1 Liaise with volunteers regularly to monitor experience from both organisation and volunteer perspective.</p> <p>4.2 Identify and evaluate areas of concern and initiate follow up action.</p> |

Required Skills and Knowledge

This section describes the skills and knowledge required for this unit.

Required skills

- communication skills to:
 - provide information about volunteer responsibilities and responsibility for volunteer coordination to paid personnel
 - discuss the volunteers experience with the organisation
- critical thinking skills to research and evaluate aspects of volunteer recruitment and management
- literacy skills to:
 - research sources of a volunteer workforce
 - write volunteer recruitment information and position descriptions
- numeracy skills to estimate numbers of volunteers
- planning and organising skills to evaluate volunteer requirements and plan for recruitment of appropriate numbers and skills
- problem-solving skills to identify and resolve volunteer skill deficiencies through training, coaching or re-assignment of duties
- self-management skills to take responsibility for recruiting and managing a volunteer workforce to meet operational needs
- teamwork skills to develop a climate of recognition and support for volunteers within the paid workforce.

Required knowledge

- social, political, cultural and historical issues that affect volunteering
- contribution made by volunteers in the relevant industry or community sector, and more broadly in Australian society
- motivational patterns of volunteers
- benefits, costs and risks of using volunteers
- human resource management practices and principles for volunteers, including:
 - defining broad work roles and position descriptions
 - recruitment methods
 - training requirements
- links to broader organisational or project strategies
- insurance issues that impact on using a volunteer workforce
- the key elements of legislation that impact on volunteer management, including Equal Employment Opportunity (EEO), workplace relations and work health and safety.

Evidence Guide

The evidence guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, range statement and the Assessment Guidelines for the Training Package.

Overview of assessment

Critical aspects for assessment and evidence required to demonstrate competency in this unit

Evidence of the ability to:

- determine and evaluate volunteer staffing requirements, recruit, select, train and maximise volunteer retention for an organisation or community activity
- integrate knowledge of human resource management principles to recruit, select and induct volunteers.

Context of and specific resources for assessment

Assessment must ensure use of:

- a real or simulated tourism, hospitality or event industry business operation or activity for which volunteers are recruited, selected and trained
- operational information about the organisation or activity subject to volunteer use
- current recruitment documentation.

Method of assessment

A range of assessment methods should be used to assess practical skills and knowledge. The following examples are appropriate for this unit:

- projects or activities to assess the individual's ability to:
 - determine and evaluate volunteer staffing requirements
 - recruit, select train volunteers
 - maximise volunteer retention for an organisation or community activity
- evaluation of documents prepared by the individual:
 - reports outlining the benefits, costs and risks of volunteer involvement to the organisation
 - lists or plans identifying volunteer roles
 - position descriptions
 - recruitment ads
 - descriptions of volunteer rewards
- evaluation of a report completed by the individual giving details of the management of a volunteer workforce for a tourism, hospitality or event industry operation from inception to conclusion
- written or oral questioning to assess knowledge of human resource management principles used to recruit,

select and induct volunteers

- review of portfolios of evidence and third-party workplace reports of on-the-job performance by the individual.

Guidance information for assessment

The assessor should design integrated assessment activities to holistically assess this unit with other units relevant to the industry sector, workplace and job role, for example:

- BSBPMG501A Manage projects
- SITXCOM201 Show social and cultural sensitivity
- SITXEVT503 Manage event staging components
- SITXHRM501 Recruit, select and induct staff
- SITXHRM503 Monitor staff performance.

Range Statement

The range statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. Bold italicised wording, if used in the performance criteria, is detailed below. Essential operating conditions that may be present with training and assessment (depending on the work situation, needs of the candidate, accessibility of the item, and local industry and regional contexts) may also be included.

Human resource information may include:

- event information
- operational plans
- organisational human resource plans.

Benefits, costs and risks may include:

- community cultural development
- community engagement
- financial
- impact on the paid workforce
- risks of using untrained or partially trained staff.

Relevant legislation and industry codes may include:

- company codes and guidelines
- EEO
- organisation articles of association
- professional association regulations
- work health and safety.

Social and other motivations may relate to:

- acknowledgment
- break from routine
- desire to do something different
- enjoyment
- increased self-esteem
- learning new skills
- loyalty
- meeting new people
- pathway to employment
- sense of involvement
- socialisation
- status
- support of family members and friends
- travel.

Position descriptions may include information on:

- accountability
- commitment
- reimbursement of costs
- required knowledge
- responsibilities
- rewards
- skills and attributes

Volunteer rewards may include:

- uniform.
- community involvement
- free admittance to games, competitions or events
- free or discounted merchandise
- opportunities for social interaction
- pathway to employment
- skill development.

Target areas may include:

- family and friends
- local community and community groups
- past and present membership of service organisations
- unemployed people
- volunteer agencies.

Representation in the wider environment may include:

- promoting the benefits and value of volunteers to colleagues
- providing input to organisation's overall human resource plan.

Unit Sector(s)

Cross-Sector

Competency Field

Human Resource Management