



Australian Government

Department of Education, Employment and Workplace Relations

SITXHRM004A Manage volunteers

Revision Number: 1

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Modification History

Not applicable.

Unit Descriptor

Unit descriptor	This unit covers the performance outcomes skills and knowledge required to recruit and retain volunteers.
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Application of the Unit

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. The unit applies to the whole process of volunteer management, including confirming need, establishing the recruitment program and monitoring implementation. It requires a range of critical thinking, communication and people management skills combined with sound knowledge of specific volunteer management issues. Individuals with managerial responsibility undertake this role.
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Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Prerequisite units Nil

Employability Skills Information

Employability skills The required outcomes described in this unit of competency contain applicable facets of employability skills. The Employability Skills Summary of the qualification in which this unit is packaged will assist in identifying employability skills requirements.

Elements and Performance Criteria Pre-Content

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

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1 Research, determine and define needs for volunteer involvement.	1.1 Determine and evaluate volunteer requirements based on analysis of relevant <i>human resource information</i> and consultation with relevant stakeholders. 1.2 Assess <i>benefits, costs and risks</i> to the organisation or project of volunteer involvement. 1.3 Establish and assess the requirements and impacts of <i>relevant legislation and industry codes</i>. 1.4 Define overall <i>volunteer roles</i> according to specific organisational or project requirements.

ELEMENT	PERFORMANCE CRITERIA
2 Undertake volunteer recruitment.	2.1 Develop appropriate position descriptions based on review of volunteer roles. 2.2 Establish and incorporate volunteer rewards into the recruitment program. 2.3 Communicate and delegate responsibility for volunteer coordination to relevant parties according to specific workplace requirements. 2.4 Identify key target areas from which volunteers might be recruited.
3 Maximise volunteer retention.	3.1 Assist in developing a climate of recognition and support for volunteers through representation in the wider environment. 3.2 Identify and incorporate individual requirements of volunteers into work role design. 3.3 Arrange suitable induction and training for volunteers to ensure work roles, rights and responsibilities are clearly understood.
4 Ensure a positive experience for volunteers.	4.1 Liaise with volunteers regularly to monitor experience from both organisation and volunteer perspective and identify any areas of concern. 4.2 Identify and evaluate areas of concern and initiate follow-up action. 4.3 Identify and incorporate consideration of volunteer social and other motivations in work design programs.

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

This section describes the essential skills and knowledge and their level, required for this unit.

The following skills must be assessed as part of this unit:

- critical thinking skills to research and evaluate various aspects of volunteer recruitment and management
- communication and leadership skills to provide support to volunteers
- literacy skills to develop volunteer documentation, such as position descriptions
- numeracy skills to estimate numbers of volunteers.

The following knowledge must be assessed as part of this unit:

- 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 as they apply to volunteer management, including:
 - defining broad work roles and position descriptions
 - recruitment methods
 - training requirements
 - relevant industrial awards and agreements
 - links to broader organisational or project strategies
- insurance issues that impact on using a volunteer workforce
- features of legislation that impact on volunteer management, including equal employment opportunity (EEO), workplace relations, OHS and trade practices.

Evidence Guide

EVIDENCE GUIDE

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

EVIDENCE GUIDE

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

Evidence of the following is essential:

- knowledge of the specific issues that affect the management of a volunteer workforce
- evaluation of reports prepared by the candidate analysing volunteer management case studies
- ability to research, evaluate and implement a volunteer management program
- development and management of at least one volunteer program for a business or community activity.

Context of and specific resources for assessment

Assessment must ensure:

- project or work activities conducted over a period of time to allow for ongoing monitoring aspects of managing volunteers to be assessed
- use of industry-current technology and documentation in the volunteer management process.

Methods of assessment

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

- evaluation of volunteer programs established or run by the candidate
- questions to assess knowledge of specific issues associated with volunteer management
- review of portfolios of evidence and third-party workplace reports of on-the-job performance by the candidate.

Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

EVIDENCE GUIDE

Assessing employability skills

Employability skills are integral to effective performance in the workplace and are broadly consistent across industry sectors. How these skills are applied varies between occupations and qualifications due to the different work functions and contexts.

Employability skills embedded in this unit should be assessed holistically with other relevant units that make up the skill set or qualification and in the context of the job role.

Range Statement

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 in the performance criteria is detailed below.

Human resource information may include:

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

Benefits, costs and risks may include:

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

Relevant legislation and industry codes may include:

- OHS
- consumer affairs
- EEO
- organisation articles of association
- professional association regulations
- company codes and guidelines.

RANGE STATEMENT

Position descriptions may include information on:

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

Volunteer rewards may include:

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

Target areas may include:

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

Representation in the wider environment may include:

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

RANGE STATEMENT

Social and other motivations
may relate to:

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

Unit Sector(s)

Sector

Cross-Sector

Competency field

Competency field

Human Resource Management