

## Volunteer Development Programme

### 1.0 Background

1.1 Imperial College Union plays a key role in how students learn, develop and grow during their time at College, especially through the skills they learn through involvement in our activities. As such, we will be introducing the Volunteer Development Programme (a training and accreditation scheme) for our key volunteers that will be launched at the beginning of the 2013/14 academic year.

1.2 Nick Snow, Imperial College Union's Student Development Manager who is leading on this piece of work, has been in post since January 2013.

1.3 74% of students in the winter 2011-12 Union Survey agreed or strongly agreed that their volunteer role improved their employability. However, only 46% of respondents agreed or strongly agreed that Imperial College Union has helped them translate their role into skills that employers will value.

1.4 Less than half of survey respondents (45%) agreed or strongly agreed that the Union valued the work they did as volunteers.

1.5 The aim of the programme is to help students clearly identify the skills they gain through involvement in our activities, the value of these skills and how they enhance their employability. In turn, it will provide the Union with the opportunity to acknowledge and celebrate the efforts our volunteers make in running the Union and their contribution towards its successes.

1.6 In a 2011 consultation, students stated the Union would be well placed to support them to develop skills in leadership, presentation, time management, team working, professional, communication and social skills. Many of these are the skills that are needed by our key volunteers and as such, are the skills we have based our workshops at Tier 2 around.

1.7 The Volunteer Development programme will contribute towards a number of the Unions Draft Strategic Objectives as outlined below:

**SE2** – introduce an accreditation scheme

**SE3** – we will have increased the amount of students employed by the Union during each year of the plan: *Employing student trainers*

**SE4** – introduce a training and development scheme for key volunteers, introducing formal qualifications: *Suggested ILM Qualification at Tier 3*

**SE5** – Achieve Investing in Volunteers Status: *providing training and qualifications to volunteers to undertake their role*

**SE6** – grow our Student Volunteering Scheme ensuring 1000 students volunteer in the local community each year: *volunteer development programme will incentivise students*

**SE7** – demonstrate 75% of our members agree the union enhances their employability: *volunteer key skills are transferable to employment opportunities*

## **2.0 Programme Development**

2.1 To develop our own programme, desk-based research and telephone interviews have been conducted with a variety of institutions including Bath, Southampton and Warwick. Meetings have been held with key College staff from the Graduate School, Outreach Department and the Learning & Development Centre and advice sought from awarding bodies and sector-specific training providers.

2.2 A range of proposals have been developed, amended and refined through discussion with and feedback from Union Staff and Sabbatical Officers.

2.3 We are currently working towards implementing our final proposal, a three-tiered Volunteer Development Programme, which will be launched in the autumn 2013 term.

2.4 The key skills relevant to our volunteers on which the scheme is based have been mapped (Appendix 1). The key skill training workshops that will be developed focus on communication, teamwork, negotiation & persuasion, self-management, planning & organising and problem solving skills.

2.5 Volunteers have the option to work towards either Tier 1 or 2 of the scheme. However, the latter must be completed to be eligible to apply for Tier 3.

2.6 The name and branding of the Volunteer Development Programme will be finalised by the end of May 2013. As such, the name of the programme and each of its Tiers is subject to change.

## **3.0 Programme Delivery**

3.1 At the start and end of Tier 1 and Tier 2, volunteers will be asked to rank their confidence and ability in a range of key volunteer skills. This will assist volunteers to identify the role volunteering has had in enhancing their confidence and ability in each skill area, and will provide the Union with concrete statistics on the positive impact volunteering has had on students.

### **3.2 Tier 1 - Imperial College Union Volunteer Certificate**

3.3 Tier 1 aims to engage a large volume of union volunteers and provide them with a record of their volunteering.

3.4 The volunteer certificate enables volunteers to be acknowledged for the number of hours they volunteered in multiples of 25 hours (25 hours being the minimum), which will need to be logged and verified via eActivities. Activities and duties must be recorded against each block of hours completed with volunteers reflecting on the responsibilities they held.

3.5 In addition, volunteers must complete all mandatory training and complete a questionnaire outlining how and where they have developed skills against the 6 key volunteer skill areas.

3.6 At Tier 1, assessment or moderation will not be required.

3.7 Resources and development at Tier 1 is minimal. An evidence and reflection resource will be produced, a Tier 1 area of eActivities will be developed where volunteers can register, log and record activity and the programme web pages on the .org website will be published.

**3.8 Tier 2 - Imperial College Union Volunteer Accredited Award**

3.9 Tier 2 aims to provide volunteers with practical and transferable skill based training to enhance their volunteering experience, with recognition through an accredited award.

3.10 In comparison to Tier 1, Tier 2 is more in-depth and requires more commitment. 100 hours of volunteering must be completed plus all mandatory training. In addition volunteers must participate in a minimum of four skills based 'An Introduction to...' training workshops that focus on communication, teamwork, negotiation & persuasion, self-management, planning & organising and problem solving skills. These workshops will be delivered by student trainers.

3.11 Volunteers must submit a reflective piece of writing identifying how they meet a minimum benchmark against a skills framework based on the training workshops, which is currently being developed. This submission will be assessed and moderated with feedback provided to any volunteers not meeting the required level to revise and resubmit for a second assessment.

3.12 Tier 2 requires a considerable amount of resource and development as follows:

- Write and pilot six 'Introduction to...' skill workshops
- Rooms to deliver workshops weekly
- Develop accredited skills assessment framework
- Staff training to assess/moderate against framework
- Develop and publish online training calendar and event booking function
- Develop Tier 2 area of e-Activities where volunteers can register, log and record activity and submit assignment for assessment
- Recruit and train 6-10 students to deliver training workshops.

**3.12 Tier 3 - Imperial College Union Volunteer Qualification**

3.13 Key volunteers who have been awarded the accreditation at Tier 2 will be eligible to apply to undertake Tier 3 of the Volunteer Development Programme.

3.14 Key volunteers are classified as those with the most responsibility. This would include those who work with autonomy; who manage individual volunteers and volunteer teams; have significant budget responsibilities; are responsible for the welfare of others; and who must ensure their activities comply with Union and College policies and procedures and do not risk either parties' reputation.

3.15 Key volunteers would be required to submit an application evidencing their ability to complete the qualification within a required timeframe, stating why the qualification would be beneficial to their role.

3.16 Following discussions with Staff and Sabbatical Officers, a qualification such as the ILM Level 5 Management of Volunteers will be offered to up to 12 key volunteers from June 2014.

3.17 This qualification will be provided by an external training provider.

### 3.17 Year One Target

3.18 The targets for Year One of the programme have been agreed following a review of students completing similar programmes with other institutions.

Tier 1: 200 Union Volunteers achieve award by July 2014

Tier2: 100 Union Volunteers complete accreditation by July 2014

## 4.0 Key Milestones

4.1 An implementation plan (Appendix 2) has been written and a working group established to whom the Student Development Manager will report. The working group consists of the Union President, Membership Services Manager and Marketing and Communications Manager who will monitor progress against milestones and support the Student Development Manager to resolve any issues or obstacles that may arise.

4.2 The successful launch of the Volunteer Development Programme will require input from staff across the Union. Key deliverables that are being worked towards are outlined in the below table.

<b>Milestone</b>	<b>Deadline</b>	<b>Responsibility</b>	<b>Resources</b>
Programme Branding	31/05/2013	Marketing & Comms Manager	Staff development time
Accreditation plans confirmed	31/05/2013	Student Development Manager	Staff development time
Initial promotion to New Club Officers	16/05/2013	Marketing & Comms Manager	Staff time, promotional flyers
Skill workshop 1-3 written, peer reviewed and piloted	30/06/2013	Student Development Manager	Workshop space, training materials & equipment, staff to peer review, incentive for students participating
Communication Strategy finalised	31/08/2013	Marketing & Comms Manager	Staff development time
Vol. Development area of .Org website tested and live	31/08/2013	Web Developer	Staff development time
Vol. Development area of eActivities tested and live	31/08/2013	Systems Coordinator	Staff development time
Programme Launch and registration	04/10/2013	Student Development Manager	Comms Strategy, promo items, eActivities, .Org pages
Skill workshop 4-6 written, peer reviewed and piloted	11/10/2013	Student Development Manager	Workshop space, training materials & equipment, staff to peer review, incentive for students

			participating
Student trainers recruited and trained	12/10/2013	Student Development Manager	Training space, external training provider
Introduction seminars	25/10/2013	Student Development Manager	Meeting room, promotional items
Programme Delivery	01/11/2013	Student Development Manager	Staff support and management, student trainers, training materials and workshop spaces, eActivities and online event booking system

## 5.0 Recommendations

- 5.1 The Board are asked to approve the broad objectives of the programme
- 5.2 The Board are asked to approve the milestones outlined above.

**Appendix 1 – Volunteer Key Skills**

<b>SKILLS / KEY VOLUNTEER ROLE</b>	Team working	Problem Solving	Communication	Self-management	Business / Stakeholder Awareness	Leadership	Planning & Organising	Project Management	Presentation	Developing objectives / working towards goals	Team building	Budget Management to include numeracy	Negotiation / persuasion	Website / design
<b>MANAGEMENT GROUPS</b>														
Chair	Y	Y	Y	Y	Y	Y	Y		Y	Y		Y	Y	
Treasurer	Y	Y	Y	Y			Y					Y	Y	
Secretary	Y	Y	Y	Y			Y						Y	
Project / Events Officers	Y	Y	Y	Y		Y		Y		Y	Y	Y	Y	
<b>CSP's</b>														
Chair	Y	Y	Y	Y		Y	Y	Y	Y	Y	Y	Y	Y	
Treasurer	Y	Y	Y	Y			Y					Y	Y	
Secretary	Y	Y	Y	Y			Y						Y	
Project Leaders	Y	Y	Y	Y		Y	Y	Y		Y	Y	Y	Y	
<b>EDUCATION/WELFARE</b>														
UG Year Representative	Y	Y	Y	Y	Y									Y
UG Departmental Representative	Y	Y	Y	Y	Y	Y	Y	Y		Y				Y
UG Academic Affairs Officer	Y	Y	Y	Y	Y	Y	Y	Y		Y				Y
PG Course Representative	Y	Y	Y	Y	Y									Y
PG Research Group/CDT Representative	Y	Y	Y	Y	Y									Y
PG Departmental Representative	Y	Y	Y	Y	Y	Y	Y	Y		Y				Y
PG Academic & Welfare Officer	Y	Y	Y	Y	Y	Y	Y	Y		Y				Y
Welfare Officers	Y	Y	Y	Y	Y	Y	Y	Y		Y				Y
Condom Distributors			Y	Y										
Student Led Campaign Leaders	Y	Y		Y	Y	Y	Y	Y		Y	Y	Y	Y	Y
<b>CONSTITUENT UNIONS</b>														
President	Y	Y	Y	Y	Y	Y	Y			Y		Y	Y	
Treasurer	Y	Y	Y	Y			Y					Y	Y	
Project & Event Officers	Y	Y	Y	Y		Y	Y	Y		Y	Y	Y	Y	
<b>OTHER</b>														
Trustees		Y	Y	Y	Y		Y		Y			Y	Y	
Community Volunteers	Y	Y	Y	Y										
<b>total out of 23</b>	<b>21</b>	<b>22</b>	<b>23</b>	<b>23</b>	<b>14</b>	<b>14</b>	<b>17</b>	<b>10</b>	<b>10</b>	<b>11</b>	<b>14</b>	<b>11</b>	<b>20</b>	<b>1</b>

## Appendix 2 – Implementation Plan: Volunteer Development Programme

Imperial College Unions Volunteer Development Programme will be launched at the start of the 2013/14 academic year.

To ensure it is delivered to time and available for students to begin registering on to the programme from 30<sup>th</sup> September 2013 and begin collating evidence towards Tier 1 and Tier 2, a number of deliverables must be met requiring input from staff across the Union.

This Implementation Plan sets out tasks and activities against completion dates, which will be monitored and progress reviewed by a working group.

### Working Group

The working group will consist of Phil Power, Paul Beaumont, Shakira Hylton and Nick Snow. They will initially meet every two weeks ensuring tasks are delivered on time and resolving any issues or obstacles that may arise.

### Key Stakeholders

Area of Responsibility	Staff
Implementing plan and launching programme	Student Development Manager
Develop and pilot skills workshops	Student Development Manager
Develop/accredit skills framework	Student Development Manager
Recruit and train student trainers	Student Development Manager
Develop Volunteer Development Programme pages/event booking on .org	Web Developer
Develop eActivities area to host Volunteer Development Programme	Systems Coordinator
Marketing /Comms / Branding	Marketing & Comms Manager

### Key Deliverables

- Skills framework approved and accredited by college/awarding body by May
- Skill workshops 1, 2 and 3 written, peer reviewed, piloted and delivered by June
- Skill workshops 4, 5 and 6 written, peer reviewed, piloted and delivered by September
- Training/event booking area of .org and accreditation area of e-activities live by August
- Branding and comms. strategy agreed and implemented by August
- Student trainers recruited and trained by October

### Approximate budget (Tier 1 and Tier 2)

Delivery (student trainers train-the-trainer, hourly rates, resources)	£4200
External accreditation	£2100
Skill assessment framework (one day consultancy tbc)	£500
Marketing	£500
<b>TOTAL</b>	<b>£7300</b>

### Targets:

Tier 1: 200 Union Volunteers achieve award by July 2014

Tier2: 100 Union Volunteers complete accreditation by July 2014

ACTIVITY	STAFF LEAD	CATEGORY	DUE (w/e)
Book training rooms and equipment for initial workshop pilots	Nick	Delivery	03/05/2013
Establish working group	Nick	Ops	03/05/2013
Advertise for student trainers	Nick	Ops	24/05/2013
Arrange pilot incentive	Nick	Pilot	24/05/2013
Finalise branding	Shakira	Comms	31/05/2013
Write skill workshops 1, 2 and 3	Nick	Training	31/05/2013
Recruit 12 students to take part in pilot of workshops, Tier 1&2	Nick	Pilot	07/06/2013
Collate pilot training resources	Nick	Pilot	07/06/2013
Produce pilot briefing packs	Nick	Pilot	07/06/2013
Peer review skill workshops 1, 2 and 3	Anthony + Sabb	Training	08/06/2013
Map Tier 1 area of eActivities	Nick	Online	14/06/2013
Map Tier 2 area of eActivities	Nick	Online	14/06/2013
Recruit student trainers	Nick	Ops	14/06/2013
Promotional materials	Shakira	Comms	16/06/2013
Map volunteer development area of .org	Nick	Online	28/06/2013
Pilot skill workshops 1, 2, 3 (Nick to deliver)	Nick	Pilot	28/06/2013
Draft volunteer development comms strategy	Shakira	Comms	12/07/2013
Write skills workshops 4, 5 and 6	Nick	Training	02/08/2013
Produce skill reflection guidance	Nick	Training	02/08/2013
Finalise volunteer development comms strategy	Shakira	Comms	09/08/2013
Peer review skill workshops 4, 5 and 6	Anthony + Sabb	Training	09/08/2013
Peer review reflection guidance	Anthony + Sabb	Training	09/08/2013
Develop volunteer development area on eActivities	Ally	Online	16/08/2013
Develop/test volunteer development area on .org	Phil S.	Online	16/08/2013
Test eActivities Tier 1 and Tier 2 area	Ally / Nick	Pilot	23/08/2013
Review tests and make amendments	Ally / Nick	Pilot	30/08/2013
Publish volunteer development pages on .org	Phil S.	Online	30/08/2013
Publish training calendar .org	Phil S.	Online	30/08/2013
Training event booking system	Phil S.	Online	30/08/2013
Online Programme Registration	Phil S.	Online	30/08/2013
Fresher's promotion	Shakira	Comms	04/10/2013
Pilot skill workshops 4, 5 and 6	Nick	Pilot	11/10/2013
Train the trainer	Nick	Delivery	12/10/2013
Student trainer CPD	Nick	Delivery	19/10/2013
Volunteer Development Programme introduction seminar x 3	Nick	Delivery	25/10/2013
Delivery begins of all 6 workshops	Nick	Delivery	01/11/2013
Term 1 review	Nick	Evaluation	13/12/2013
Term 2 review	Nick	Evaluation	21/03/2014
Year 2 planning - initial outlines	Nick	Ops	31/05/2014