

Unit ID: 697

Domain CIVIL SOCIETY: GENERAL MANAGEMENT

Title: Manage staff and volunteers in a civil society organisation

Level: 5

Credits: 8

Purpose

This unit standard specifies the competencies required to manage staff and volunteers. It includes designing organisation structures to achieve goals, conducting induction, demonstrating leadership skills, appraising performance, implementing training policy and procedures, implementing a personnel record system, and implementing a health and safety policy and procedures. This unit standard is intended for anyone with responsibility for managing staff and volunteers in civil society.

Special Notes

1. Assessment evidence may be collected from a real workplace, or simulated real workplace or an appropriate simulated realistic environment in which the management of staff and volunteers takes place.
2. It is assumed that people seeking credit for this unit standard are fully aware of the impact of HIV and Aids on society and in the workplace.
3. Regulations and legislation relevant to this unit standard include the following:
 - Labour Acts No.6 of 1992, No.10 of 2004 and No.11 of 2007
 - Occupational Health and Safety Regulations No. 18, 1997 and all subsequent amendments
 - Employee Tax Deduction Tables,2008
 - Social Security Act No. 34 of 1994
 - Affirmative Action (Employment) Act No.29 of 1998
 - NANGOF Trust Code of Practice for CSOs Working with Volunteers 2007
 - NANGOF Trust Code of Ethics 2007
 - The National Policy on HIV and AIDS, 2007
4. Glossary of terms:
 - *'Personnel'* means all people associated with the running of an organisation, including Board members, managers, employees and volunteers.
 - *'Staff'* mean the paid members of the organisation, i.e. managers and employees.
5. There should be no difference between the management of employees and the management of volunteers.

Quality Assurance Requirements

This unit standard and others within this subfield may be awarded by institutions which meet the accreditation requirements set by the Namibia Qualifications Authority and the Namibia Training Authority and which comply with the national assessment and moderation requirements. Details of specific accreditation requirements and the national assessment arrangements are available from the Namibia Qualifications Authority and the Namibia Training Authority. All approved unit standards, qualifications and national assessment arrangements are available on the Namibia Training Authority website www.nta.com.na.

Elements and Performance Criteria

Element 1: Design organisation structure to achieve strategic and operational objectives.

Performance Criteria

- 1.1 The structure is confirmed as having clearly defined lines of responsibility, accountability and authority.
- 1.2 Every position is confirmed as having a job description.
- 1.3 The reasons for and processes of job analysis are explained, especially in the contexts of strategy changes, expansion and contraction.
- 1.4 A Code of Conduct is confirmed as existing for all personnel, and associated procedures are identified and explained.

Element 2: Conduct induction for all new personnel.

Performance Criteria

- 2.1 New staff and volunteers are confirmed as having contracts of employment.
- 2.2 Job descriptions for new staff and volunteers are confirmed as being explained face to face and with any queries resolved.
- 2.3 New staff and volunteers are confirmed as having been introduced to colleagues.
- 2.4 New staff and volunteers are confirmed as having been shown the place of work and all of its facilities.
- 2.5 Probationary period and performance review and management processes are confirmed as having been explained to new staff and volunteers and made available to them in writing.

Element 3: Demonstrate leadership skills that maximise motivation and goal achievement.

Performance Criteria

- 3.1 Classifications of leadership styles are described and adaptation of leadership style according to the needs of the situation is explained in the context of different and contrasting situations.
- 3.2 The balance between personnel pursuing organisational goals and fulfilling their personal needs is described, using examples of balance and imbalance and in terms of appraising the balance in given situations.

Element 4: Ensure that a performance appraisal system is in operation.

Performance Criteria

- 4.1 All staff and volunteers are confirmed as having job descriptions and contracts of employment.
- 4.2 The preparations that supervisors and staff and volunteers need to make for appraisal are described in terms of the minimal and ideal types of preparation.
- 4.3 The need for appraisal meetings to be held in private is explained in terms of the efficacy of appraisal systems and in terms of the success of the organisation.
- 4.4 The need for job description review is explained in terms of the circumstances requiring changes to be made.
- 4.5 The need to review previous objectives is explained in terms of motivation and achievement of organisational objectives.
- 4.6 Training needs are confirmed as being discussed at each appraisal.
- 4.7 That a supervisor and member of staff or volunteer jointly agree objectives for the coming period is confirmed as taking place.
- 4.8 Written records are confirmed as being signed by appraiser and appraisee, and include the options to record both agreement and disagreement of issues discussed in the appraisal.
- 4.9 That written records are given to the appraisee, and also held by the organisation is confirmed as taking place and the reasons for so doing explained in terms of individual and organisational efficiency.

Element 5: Implement training policy and procedures.

Performance Criteria

- 5.1 The procedures for identifying training needs and collating them are described, and examples given and discussed.
- 5.2 That training occurs is confirmed and all types of training described and compared for different individual and organisational scenarios.

- 5.3 The procedures for evaluating training are described in terms of ensuring that future choices of training improve.
- 5.4 Procedures for holding records of training are described in terms of how this facilitates better appraisal, increased organisational efficiency and better choice of training provision.
- 5.5 The need to discuss each individual's training at appraisal is described in terms of improving the efficacy of training and productivity.

Element 6: Implement a personnel record system.

Range

The content of Personnel Records will at a minimum comply with "Records and Returns" as specified in Labour Act 2004. They may include but are not limited to the following: home address, emergency contact, any relevant medical information, application form(s), dates of service, position(s) held and its(their) job description(s), appraisal record(s), training record, any disciplinary and grievance record, absence and leave record, remuneration record, tax and Social Security contributions and any termination of employment record.

Performance Criteria

- 6.1 That a file exists for every member of staff and volunteer is confirmed as being in place and up to date and is sufficient and appropriate.
- 6.2 The Personnel filing system is described in terms of how it ensures safekeeping and confidentiality.

Element 7: Implement Health and Safety and HIV and AIDS policies and procedures.

Range

Health and Safety policy and practice will at a minimum comply with Occupational Health and Safety Regulations No. 18, 1997 and all subsequent amendments.

Performance Criteria

- 7.1 That all staff and volunteers are informed of the Health & Safety policy and the HIV and AIDS policy is confirmed and described in terms of the means of communication used.
- 7.2 That offices are equipped and maintained is confirmed as ensuring that no safety hazards exist.
- 7.3 The procedures for recording accidents are explained in terms of their importance for the efficiency of the organisation.

Registration Data

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