

Unique Reference Number (Refer to NOS Quality Criteria 5.4)
NOS title (Refer to NOS Quality Criteria 5.5) title in sentence case i.e. capital letter at the start



This NOS guidance document has been designed to be used in conjunction with the NOS quality criteria, the NOS template from the NOS database and also the examples included within the guidance

Overview

Text should begin here. Please note the points below

NOS must have an overview which clearly and concisely describes what the NOS is about and who it is for (Refer to NOS Quality Criteria 5.6)

This front page should only contain: NOS logo, URN, NOS Title and Overview however if you have element titles then these can also be listed here

Due to the formatting of this document, you will need to complete the Header and Footer information on both this page and page 2. The font size for the header should be Arial 16 and the font size for the footer should be Arial 7

Formatting for all sections

- Font size for the main titles in the left hand column headings i.e. Overview, Performance Criteria, Knowledge and Understanding etc should be Arial 13
- Font size for the platform statements in the left hand column i.e. 'You must be able to' and 'You need to know and understand' should be Arial 11
- Line spacing should be Multiple 1.15
- Text and titles entered in the right hand column should be Arial 11

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Performance criteria

If your NOS contain elements the first element title should be entered here **see example in SFTMVA2 NOS containing elements** otherwise this area should be left blank as demonstrated in **ASTRBM13 example without elements**

You must be able to:

P1 should begin here. The first performance criteria should always align to the right of the platform statement 'You must be able to'. This platform statement should be repeated in the left hand column to align with the first performance criteria of each individual element if applicable. The performance criteria text should all be in lower case. **See examples in STMVA2 NOS containing elements**

NOS must have performance criteria that clearly and concisely specify the standard of performance required when carrying out the function (Refer to NOS Quality Criteria 5.7)

The performance criteria should be a numbered list and may contain one indented level of sub numbering exactly as indicated in the example below, no dots after P1 etc and text beginning in lower case

P1 [performance]
P2 [performance]
 P2.1 [performance]
 P2.2 [performance]
P3 [performance]
P4 [performance]

See example in STMVA2 NOS containing elements as this indicates clearly where and how the element titles should be set out and how the numbering should run consecutively across all elements within the performance criteria section

Any words within the performance criteria section that you intend to expand upon in Scope/Range or Glossary sections can be highlighted in bold

Unique Reference Number (Refer to NOS Quality Criteria 5.4)

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Knowledge and understanding

You need to know and understand:

If your NOS contain elements the first element title should be entered here **see example in SFTMVA2 NOS containing elements** otherwise this area should be left blank as demonstrated in **ASTRBM13 example without elements**

K1 should begin here. The first knowledge and understanding criteria should always align to the right of the platform statement 'You need to know and understand'. This platform statement should be repeated in the left hand column to align with the first knowledge and understanding criteria of each individual element if applicable. The knowledge and understanding criteria text should all be in lower case. **See examples in STMVA2 NOS containing elements**

NOS must specify the knowledge and understanding an individual must possess in order to perform consistently to the required standard (Refer to NOS Quality Criteria 5.8)

The knowledge and understanding criteria should be a numbered list and may contain one indented level of sub numbering exactly as indicated in the example below, no dots after K1 etc and text beginning in lower case

K1 [knowledge]
K2 knowledge
 K2.1 [knowledge]
 K2.2 [knowledge]
K3 [knowledge]
K4 [knowledge]

See example in STMVA2 NOS containing elements as this indicates clearly where and how the element titles should be set out and how the numbering should run consecutively across all elements within the knowledge and understanding section

Any words within the knowledge and understanding criteria section that you intend to expand upon in the Scope/Range or Glossary sections can be highlighted in bold

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Additional Information

Scope/range

Please begin here however first refer to notes below and see the example NOS included in this guidance for correct layout and numbering format for these optional sections

NOS may have statements specifying its scope or the range of variables that have a critical impact on the quality of performance required (Refer to NOS Quality Criteria 5.10)

Points to note for all Additional Information sections

Any of the additional information sections shown below should be deleted if you do not intend to populate them within the template. Any sections that you do use must remain in the order they appear

Scope/range

Scope/range related to performance criteria

Scope/range related to knowledge and understanding

Values

Behaviours

Skills

Glossary

Links to other NOS

External Links

These sections can either be presented as free flowing text if there is a lot of information or, as a numbered list as shown in the example NOS provided

If you choose a numbered list to present the information simply use 1 2 3 etc with no dots after the numbers. One level of sub numbering may be used however no indentation is required

The titles should be in sentence case and all text should be in lower case exactly as indicated in the additional information section **see example**

STMVA2 NOS

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Scope/range related to performance criteria

Please begin here however first refer to notes above **'Points to note for all additional information sections'**

NOS may have statements specifying its scope or the range of variables that have a critical impact on the quality of performance required (Refer to NOS Quality Criteria 5.10)

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Scope/range related to knowledge and understanding

Please begin here however first refer to notes above **'Points to note for all additional information sections'**

NOS may have statements specifying its scope or the range of variables that have a critical impact on the quality of knowledge and understanding required (Refer to NOS Quality Criteria 5.10)

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Values

Please begin text here however first refer to notes above **'Points to note for all additional information sections'**

NOS may have specifications of the values that underpin the function and which an individual is expected to demonstrate when performing the function (Refer to NOS Quality Criteria 5.11)

Behaviours

Please begin text here however first refer to notes above **'Points to note for all additional information sections'**

NOS may have specifications of the behaviours that underpin the function and which an individual is expected to demonstrate when performing the function (Refer to NOS Quality Criteria 5.12)

Skills

Please begin text here however first refer to notes above **'Points to note for all additional information sections'**

NOS may specify the professional, technical, managerial and/or interpersonal skills required to perform the function (Refer to NOS Quality Criteria 5.13)

Glossary

Please begin text here however first refer to notes above **'Points to note for all additional information sections'**

NOS may contain a glossary with explanations of the key words or phrases used in the NOS (Refer to NOS Quality Criteria 5.14)

Links to other NOS

Please begin text here however first refer to notes above **'Points to note for all additional information sections'**

NOS may indicate how the NOS link to other NOS (Refer to NOS Quality Criteria 5.15)

External Links

Please begin text here however first refer to notes above **'Points to note for all additional information sections'**

NOS may indicate how the NOS link to other documents and systems

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Developed by	Name of SSC/O who has developed this NOS
Version number	The version number e.g. 1
Date approved	Month & year of approval only is required to complete this section
Indicative review date	Month & year only is required to indicate your anticipated time for a review to take place
Validity	The validity of the NOS e.g. use either current or legacy only
Status	The status of the NOS e.g. use either original or tailored only
Originating organisation	The name of the originating SSC/O
Original URN	The URN of the original NOS
Relevant occupations	The occupations to which the NOS applies e.g. 1172 Police officers (inspectors and above) - when you list more than one item in this area separate each item with a semi colon
Suite	The suite/s this NOS is part of - when you list more than one item in this area separate each item with a semi colon
Key words	Key words to identify the occupations/functions the NOS covers to help the user find relevant NOS (Refer to NOS Quality Criteria 5.9) - when you list more than one item in this area separate each item with a semi colon

ASTRBM13

Recruit, select and keep colleagues



Overview

This standard is about recruiting and selecting people to undertake defined activities or work-roles within your area of responsibility. It involves taking a fair and objective approach to recruitment and selection to ensure that individuals with the required skills, knowledge and understanding, and who are likely to perform effectively are appointed.

As recruitment and selection can be expensive and time-consuming activities, the standard also involves taking action to understand why colleagues are leaving and taking action to keep colleagues.

Whilst you would be expected to draw on the expertise of personnel specialists, you are not expected to be a personnel specialist yourself.

For the purposes of this standard, 'colleagues' means those people for whom you have line management responsibility.

This standard is imported from the Management Standards Centre (MSC) suite of standards.

Who this standard is for

The standard is recommended for first line managers and middle managers.

ASTRBM13

Recruit, select and keep colleagues

Performance criteria

- You must be able to:*
- P1 talk with colleagues who are leaving your area of responsibility to identify and discuss their reasons for leaving
 - P2 identify ways of addressing staff turnover problems, implementing those which clearly fall within your authority and communicating others to the relevant people for consideration
 - P3 review, on a regular basis, the work required in your area of responsibility, identifying any shortfall in the number of colleagues and/or the pool of skills knowledge, understanding and experience
 - P4 identify and review the options for addressing any identified shortfalls and decide on the best option(s) to follow
 - P5 consult with others to produce or update job descriptions and person specifications where there is a clear need to recruit
 - P6 consult with others to discuss and agree stages in the recruitment and selection process for identified vacancies, the methods that will be used, the associated timings and who is going to be involved
 - P7 ensure that any information on vacancies is fair, clear and accurate before it goes to potential applicants
 - P8 seek and make use of specialist expertise in relation to recruiting, selecting and keeping colleagues
 - P9 participate in the recruitment and selection process, as agreed, making sure that the process is fair, consistent and effective
 - P10 make sure that applicants who are offered positions are likely to be able to perform effectively and work with their new colleagues
 - P11 judge whether the recruitment and selection process has been successful in relation to recent appointments in your area and identify any areas for improvements

ASTRBM13

Recruit, select and keep colleagues

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 why it is important to identify and understand why colleagues are leaving and how to do so constructively and sensitively
- K2 the types of reasons colleagues might give for leaving
- K3 how to measure staff turnover
- K4 the causes and effects of high and low staff turnover
- K5 measures which can be undertaken to address staff turnover problems
- K6 how to review the workload in your area in order to identify shortfalls in the number of colleagues and/or the pool of skills, knowledge, understanding and experience
- K7 different options for addressing identified shortfalls and their associated advantages and disadvantages
- K8 what job descriptions and person specifications should cover and why it is important to consult with others in producing or updating them
- K9 different stages in the recruitment and selection process and why it is important to consult with others on the stages, recruitment and selection methods to be used, associated timings and who is going to be involved
- K10 different recruitment and selection methods and their associated advantages and disadvantages
- K11 why it is important to give fair, clear and accurate information on vacancies to potential applicants
- K12 how to judge whether applicants meet the stated requirements of the vacancy
- K13 sources of specialist expertise in relation to recruitment, selection and retention
- K14 how to take account of equality and diversity issues, including legislation and any relevant codes of practice, when recruiting and selecting people and keeping colleagues
- K15 how to review the effectiveness of recruitment and selection in your area

Industry/sector specific knowledge and understanding

You need to know and understand:

- K16 turnover rates within similar organisations within residential block and estate management
- K17 recruitment, selection and retention issues and specific initiatives and arrangements within residential block and estate management
- K18 working culture and practices within residential block and estate management

ASTRBM13

Recruit, select and keep colleagues

Context specific knowledge and understanding

You need to know and understand:

- K19 current people resources available to your area, including skills, knowledge, understanding and experience of colleagues
- K20 work requirements in your area
- K21 agreed operational plans and changes in your area
- K22 the staff turnover rate in your area
- K23 job descriptions and person specifications for confirmed vacancies
- K24 local employment market conditions
- K25 the organisation's structure, values and culture
- K26 employment policies and practices within the organisation - including recruitment, selection, induction, development, promotion, retention, redundancy, dismissal, pay and other terms and conditions
- K27 sources of specialist expertise in relation to recruitment, selection and retention used by your organisation

ASTRBM13

Recruit, select and keep colleagues

Additional Information

Behaviours

You demonstrate that you:

- 1 recognise the opportunities presented by the diversity of people
- 2 work to turn unexpected events into opportunities rather than threats
- 3 try out new ways of working
- 4 identify people's information needs
- 5 seek to understand people's needs and motivations
- 6 comply with, and ensure that others comply with, legal requirements, industry regulations, organisational policies and professional codes
- 7 take and implement difficult and/or unpopular decisions, if necessary
- 8 act within the limits of your authority
- 9 show integrity, fairness and consistency in decision making

ASTRBM13

Recruit, select and keep colleagues

Developed by Asset Skills

Version number 1

Date approved July 2008

Indicative review date July 2010

Validity Current

Status Original

Originating organisation MSC

Original URN RBM13

Relevant occupations Managers and Senior Officials; Retail and commercial enterprise; Service enterprises; Managers and Proprietors In Other Services

Suite Residential Block Management

Key words Recruit; select; people; activities.

SFTMVA2

Develop a volunteering policy



Overview

This unit is about developing your organisation's volunteering policy. It involves identifying how volunteers can contribute to strategic goals, assessing and managing the risks in involving volunteers, developing policy for integrating volunteers, and gaining understanding and support for your volunteering policy.

SFTMVA2

Develop a volunteering policy

Performance criteria

Identify how volunteers can contribute to strategic goals

You must be able to:

- P1 review and confirm your understanding of the organisation's culture, values and goals
- P2 identify and evaluate the unique contributions that volunteers can make to the organisation's effectiveness, efficiency and public profile
- P3 identify reasons for involving volunteers that are consistent with the organisation's culture, values and goals
- P4 clearly define the activities undertaken by volunteers and those undertaken by paid staff
- P5 identify and develop the range of potential benefits to volunteers
- P6 audit volunteers' skills, aspirations and motivations and match these to the organisation's goals and available opportunities
- P7 share your ideas on the contributions that volunteers could make with the volunteers themselves and take account of their feedback

Assess and manage the risks in involving volunteers

You must be able to:

- P8 keep yourself up-to-date on the organisation's risk management policy and good practice in risk management in your sector
- P9 identify the risks that may arise from involving volunteers
- P10 assess the severity of these risks by considering the impact they would have and the likelihood of them occurring
- P11 put in place measures to ensure that all risks are reduced to acceptable levels
- P12 ensure that appropriate insurance is in place to cover volunteering activities
- P13 ensure that all those involved in recruiting and managing volunteers are competent to assess and manage the risks relating to specific individuals, activities and volunteering roles
- P14 promote a positive risk management culture throughout all activities that involve volunteers
- P15 monitor the effectiveness of risk management and put in place additional measures to mitigate risks, where necessary

Develop policy for involving volunteers

You must be able to:

- P16 collect and analyse information relevant to developing a volunteering policy
- P17 identify and evaluate requirements, constraints and best practice for volunteering policy
- P18 examine all areas of the organisation in which volunteering plays a role or may play a role in the future
- P19 identify the implications of volunteers' involvement in these areas
- P20 ensure the policy emphasises the value of volunteers' contributions

SFTMVA2

Develop a volunteering policy

- P21 ensure the policy reduces to an acceptable level any risks that may arise from involving volunteers
- P22 record your policy in a way that is clear and understandable to stakeholders
- P23 develop a clear strategy for the implementation of your policy

Gain understanding and support for your volunteering policy

You must be able to:

- P24 present your policy to stakeholders and decision-makers in a way that meets their needs, abilities and preferences
- P25 explain your policy honestly and in a way that gains the commitment and motivation of volunteers, other stakeholders and decision-makers
- P26 give volunteers, other stakeholders and decision-makers the support they need to provide feedback on your policy
- P27 deal with queries and objections in an open and transparent way
- P28 collect, analyse and report feedback in a way that shows volunteers, other stakeholders and decision-makers that you have taken account of their views
- P29 refine your policy in line with the feedback you receive
- P30 win agreement and approval for your final policy
- P31 record your final policy in a way that will help you and your team implement and evaluate it in the future

SFTMVA2

Develop a volunteering policy

Knowledge and understanding

You need to know and understand:

Activity and project management

- K1 corrective or remedial action to take in case of contingencies or non-compliance
- K2 key political, economic, social, technological and legal factors
- K3 monitoring principles, methods, tools and techniques

Analysis, accounting and decision-making

You need to know and understand:

- K4 analytical principles, methods, tools and techniques
- K5 creative-thinking principles, methods, tools and techniques
- K6 decision-making principles, methods, tools and techniques
- K7 evaluation principles, methods, tools and techniques
- K8 legal and organisational requirements relevant to risk management
- K9 principles, methods, tools and techniques for developing evidence-based proposals
- K10 prioritisation principles, methods, tools and techniques
- K11 risk management principles, methods, tools and techniques

Information and communication

You need to know and understand:

- K12 communication principles, methods, tools and techniques
- K13 information gathering principles, methods, tools and techniques
- K14 information sharing principles, methods, tools and techniques
- K15 presentation principles, methods, tools and techniques
- K16 record-keeping principles, methods, tools and techniques
- K17 reporting principles, methods, tools and techniques
- K18 research and investigative principles, methods, tools and techniques

People management

You need to know and understand:

- K19 consultation principles, methods, tools and techniques
- K20 diversity principles, methods, tools and techniques
- K21 equality principles, methods, tools and techniques
- K22 feedback principles, methods, tools and techniques
- K23 influencing principles, methods, tools and techniques
- K24 leadership principles, methods, styles and techniques
- K25 legal and organisational requirements relevant to involving volunteers
- K26 motivation principles, methods, tools and techniques
- K27 negotiation principles, methods, tools and techniques
- K28 principles, methods, tools and techniques for assessing people's knowledge, skills and personal qualities and identifying learning needs
- K29 recruitment principles, methods, tools and techniques
- K30 support principles, methods, tools and techniques
- K31 training and development principles, methods, tools and techniques

SFTMVA2

Develop a volunteering policy

K32 volunteer management principles, methods, tools and techniques

Work context

You need to know and understand:

K33 current and future roles and responsibilities in your organisation

K34 relevant organisational policies and procedures

K35 your organisation's beneficiaries and their diverse interests, needs, abilities and preferences

K36 your organisation's stakeholders and their diverse interests, needs, abilities and preferences

K37 your organisation's culture, values and ethos

K38 your organisation's vision, mission and strategic objectives

K39 your organisation's volunteers and their diverse interests, needs, abilities and preferences

K40 your own knowledge, skills and competencies and the limits of these

K41 your role and responsibilities

SFTMVA2

Develop a volunteering policy

Additional Information

Behaviours

1 Adaptability and innovation

- 1.1 seize the opportunities presented by diversity
- 1.2 recognise changes in circumstances promptly and adjust plans and activities accordingly

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 adopt communication media and styles appropriate to people and situations
- 2.4 present information clearly, concisely, accurately and in ways that promote understanding
- 2.5 encourage people to ask questions or rephrase statements to confirm and clarify their understanding
- 2.6 modify communication in response to feedback

3 Concern for others

- 3.1 make time available to support others
- 3.2 show respect for the views and actions of others

4 Entrepreneurship

- 4.1 balance risks against the benefits that may arise from taking risks
- 4.2 design, develop and monitor processes, products and/or services that are sustainable over the medium and long term

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
- 5.5 set objectives and create cultures that are ethical and sustainable

6 Focus on results

SFTMVA2

Develop a volunteering policy

- 6.1 prioritise objectives and schedule work to make the best use of time and resources
- 6.2 accurately calculate risks, and make provision so that unexpected events do not impede the achievement of objectives
- 6.3 take personal responsibility for making things happen

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
- 8.7 deploy a range of legitimate strategies and tactics to influence people
- 8.8 work towards win-win solutions
- 8.9 create a sense of common purpose
- 8.10 inspire others, championing work to achieve common goals
- 8.11 articulate a realistic vision that generates excitement, enthusiasm and commitment

9 Political awareness

- 9.1 develop plans to meet the priorities of policy makers
- 9.2 balance agendas and build consensus
- 9.3 balance collective interests with the interests of your own area of work
- 9.4 show sensitivity to internal and external politics that impact on your own area of work
- 9.5 act to understand and influence the climate and culture of the organisation/partnership

10 Self-management

- 10.1 accept feedback from others without becoming defensive

SFTMVA2

Develop a volunteering policy

11 Strategic awareness

- 11.1 display a good understanding of how different factors in the work context relate to each other
- 11.2 anticipate likely future scenarios based on a realistic analysis of trends and developments
- 11.3 work towards a clearly defined vision of the future

12 Thinking and decision-making

- 12.1 identify the range of elements in a situation and how they relate to each other
- 12.2 identify the implications or consequences of a situation
- 12.3 use own and others' experience to understand a situation
- 12.4 build a total and valid picture from restricted or incomplete data
- 12.5 articulate the assumptions made, and risks involved, in understanding a situation
- 12.6 take timely decisions that are realistic for the situation

SFTMVA2

Develop a volunteering policy

Developed by	Skills Third Sector
Version number	1
Date approved	July 2008
Indicative review date	June 2012
Validity	Current
Status	Original
Originating organisation	UK Workforce Hub
Original URN	MVA2
Relevant occupations	Managers and Senior Officials; Managers and Senior Officials; Publishing and information services; Publishing and information services; Business management; Business management; General; General
Suite	Management of Volunteers 2008
Key words	Organisation; goals; strategy
