

## National Occupational Standards for Family Learning

**FL 404**

**Develop plans to meet your organisation's goals**  
(Imported Unit A4 from Management of Volunteers National Occupational Standards)

*This unit has been imported from the Management of Volunteers National Occupational Standards, so will look different from the other units in this suite*

**This is an optional unit at Level 4**

### **Introduction**

Forward planning is a key responsibility for managers. You need to identify which of your organisation's immediate and longer-term goals are relevant to your work and develop specific, measurable, achievable, realistic and time-bound (SMART) objectives that correspond to these goals.

It is important to identify working methods that help you achieve these objectives. In identifying working methods, you need to consider existing and past practice in your organisation and in other organisations. It may also be important to come up with new and innovative ways of doing things.

Planning how to make best use of resources – money, technology, materials, information, energy and people (volunteers and/or paid staff) – is also critical.

For your plans to be successful, volunteers and other key stakeholders, such as beneficiaries, paid staff, partner organisations, and individual and corporate contributors need to understand what you are proposing and to be motivated to help put your plans into practice. This will involve real and effective consultation that takes account of both positive feedback and suggestions for improvement.

To develop plans to meet your organisation's goals, you need to:

404.1 Plan to meet your organisation's goals

404.2 Identify the resources needed to carry out your plans

404.3 Gain understanding and support for your plans

This unit links closely with unit *A1 Contribute to the development of your organisation's strategy*, unit *A2 Develop your organisation's volunteering policy*, unit *A3 Develop organisational structures and systems to support volunteering*, and unit *A5 Evaluate volunteers' contributions to your organisation's goals*. (From the Management of Volunteers Standards)

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## Performance Standards

### FL 404.1 Plan to meet your organisation's goals

*To perform to the standard you need to:*

1. Identify and agree which of your organisation's goals are relevant to you and your team
2. Confirm your understanding of these goals with decision makers and evaluate the implications for you and your team
3. Develop specific, measurable, achievable, realistic and time-bound objectives that will help you and your team achieve your goals
4. Select and agree methods and tasks to achieve your objectives
5. Assess the risks associated with each objective, schedule, method and task
6. Confirm that the identified risks are acceptable and manageable
7. Identify how you will deal with each identified risk
8. Identify how and when you will monitor, evaluate and revise your plans
9. Record your plans in a way that will help you and your team to implement them in the future

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### **FL 404.2 Identify the resources needed to carry out your plans**

*To perform to the standard you need to:*

1. Assess the type, quantity, availability and cost of the resources you need for each task
2. Explore the potential for using new resources to achieve each task
3. Select resources which can be used in ways that are efficient, effective and in line with your organisation's policies and values and the needs and expectations of your volunteers and stakeholders
4. Make sure the chosen resources that are within your allocated budget or provide a persuasive case for more financial support
5. Assess any training implications of using your chosen resources and develop plans to address these
6. Record information and plans about the chosen resources in a way that will help you and your team to use them in the future.

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### **FL 404.3 Gain understanding and support for your plans**

*To perform to the standard you need to:*

1. Present your plans to volunteers, other stakeholders and decision makers in ways that meet their needs
2. Explain your plans honestly and in ways that are likely to gain the commitment and motivation of stakeholders and decision makers
3. Give volunteers, other stakeholders and decision makers the support they need to provide feedback on your plans
4. Deal with queries and objections in an open and transparent way
5. Collect, analyse and report feedback in a way that shows your volunteers, other stakeholders and decision makers that you have taken account of their views
6. Refine your plans in line with the feedback you receive
7. Record your final plans in a way that will help you and your team to implement them in the future

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## **Knowledge and Understanding**

*To perform to the standard, you need the following knowledge, understanding and skills.*

### **Communication**

1. The principles of effective communication and how to apply them
2. How to present proposals to stakeholders and decision makers in a way that is appropriate to their needs and likely to win their support
3. The types of queries and objections you may receive and how to respond to queries and objections in an open and transparent way
4. The importance of getting informed feedback from people and how to do so
5. How to respond to both positive and negative feedback in a balanced and impartial way

### **Continuous improvement**

1. The importance of being flexible and innovative and how to identify new and innovative methods, tasks and resources

### **Information and knowledge management**

1. The importance of keeping clear and accurate records and how to do so

### **Involvement and motivation**

1. The importance of consulting with people and how to do so
2. Effective consultative processes
3. The importance of showing that you have taken account of feedback

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## **Learning and development**

1. How to identify people's training and development needs
2. How to provide appropriate training and development to meet people's needs

## **Monitoring, review and evaluation**

1. The importance of monitoring and evaluation and how to establish monitoring and evaluation processes and methods
2. How to collect, analyse and report on feedback

## **Planning and co-ordination**

1. How to develop operational plans that contain goals, objectives, methods and tasks
2. The relationship between goals, objectives, methods and tasks
3. How to develop objectives that are specific, measurable, achievable, realistic and time-bound and why this is important to operational planning
4. How to develop schedules for your plans
5. The importance of contingency planning
6. When and how to develop contingency plans

## **Risk management**

1. How to identify and assess risks and determine whether risks are manageable and acceptable

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### Resource management

1. How to identify the resources you need, including new resources that you may not have used in the past
2. How to assess the quantity, availability and cost of the resources you will need
3. The importance of effective budgetary management at the planning stage
4. How to decide if your proposed use of resources is within budget
5. How to renegotiate budgets when necessary
6. How to assess the efficiency and effectiveness of resources