

Skills category	Explanation of skills	Examples
Business management skills		
Project scoper / assessor	<p>Skilled at writing business plans and in the process of assessing and initiating projects. Skilled at testing the feasibility of a project and undertaking strategic analysis of new business development.</p> <p>Clarifies objectives and analyses whether the project can meet those objectives.</p> <p>Identifies the different variables and any risks which will impact on the project's success.</p> <p>Not necessarily experienced in the outcome which the project is trying to achieve.</p>	<p>Your organisation might be planning for growth, or investigating expansion into new areas of business development. A volunteer may help you scope new projects (especially if they are outside the realm of a manager or organisation's experience and expertise) to determine what is involved and whether it is worth doing.</p> <p>This is usually the first stage before more resources are invested in project planning. What will it cost and how long will it take? What skills will you need? What are the risks and how can you plan for them? How do you weigh up the costs and benefits of going ahead with a project or not?</p> <p>The scoping process is highly consultative and usually involves undertaking a situational analysis with the not-for-profit. This helps to ensure that the not-for-profit can take ownership of a project from its early stages.</p>

		<p>Some examples:</p> <ul style="list-style-type: none"> • Writing business plans. • Scoping the feasibility of expanding your fundraising activities into merchandise or a new event.
Initiator	<p>Undertakes a situational analysis and identifies what needs to be done from the conceptual phases of a project or plan. Ensures the plan provides the direction for achieving the objective. Identifies resources and partnerships required.</p> <p>Guides the not-for-profit through this process so that they can take ownership of the project.</p>	<p>Once feasibility has been established, an initiator can help you get the project off the ground and ensure that the project plan is on the right path to reach your objectives. They are also skilled at identifying the key partnerships and at marketing the concept to potential backers.</p>
Implementer	<p>Oversees the implementation of project plans. Puts a plan into action, ensuring the project adheres to the plan, time and cost schedules. Allows for contingencies and risks.</p>	<p>For larger projects, a volunteer skilled in project implementation can advise you on how successfully you are putting the plan into action. They can also advise you on how to stay on track if any problems arise.</p>
Reviewer/evaluator	<p>Analyses the process and reviews projects midway.</p> <p>Measures the outcomes of a project against its original objectives and its impact on various stakeholders.</p> <p>Understands the criteria for determining whether to continue with a project or to</p>	<p>At certain stages of a project's life it is wise to review and evaluate. A volunteer skilled in reviewing and evaluating will have knowledge of the criteria for determining whether or not a project should be continued.</p> <p>At the end of a project a volunteer can help you assess its overall impact and appraise its success. Evaluations are usually prepared in</p>

	<p>abandon it.</p> <p>Skilled in preparing evaluation reports.</p>	<p>a written report.</p> <p>Some examples:</p> <ul style="list-style-type: none"> • Assessing the successful implementation of a business plan. • Reviewing a pilot project and advising on its continuity.
Project manager	<p>Expert in all stages of a project's lifespan. Clarifies objectives, manages budgets, gets the right team involved, prepares contracts, and undertakes reporting.</p>	<p>A volunteer with skills in project management can take a project through each of its stages from initiation, implementation and evaluation. They can help you identify the scope of work and objectives of a project in its initial phases, prepare budget forecasts and determine resource requirements.</p> <p>They can also help you monitor a project over time so you know when to stop or change the direction of a project which is going off-track.</p>
Risk manager	<p>Identifies problems or potential problems which threaten a project or organisation.</p> <p>Able to quickly assess a project's or organisation's situational analysis.</p>	<p>As part of a strategic analysis, your organisation has probably undertaken a risk assessment. This process is also vital for new projects or the development of new program. A volunteer skilled in risk management will help you identify potential problems which could threaten the organisation or project, and recommend what contingency plans may be required.</p> <p>Undertaking this process can be a good way to reveal which projects should take priority</p>

		<p>and could generate future volunteering roles.</p> <p>Example:</p> <ul style="list-style-type: none"> • A volunteer could help you conduct a workshop session with senior staff to determine risks. This could be part of a SWOT analysis, and inform your strategic planning.
Business analyst	Analyses information and presents it in a format which is meaningful to other stakeholders.	Not-for-profits are sometimes not aware of their banking entitlements such as waived bank fees or options regarding cash flow. They may also need help to implement a system that minimises costs and maximises efficiencies.
Sourcing and generating income	Identifies alternate sources of income. Skilled in selling a concept to a potential backer and marketing to corporate sponsors.	<p>Sourcing alternate streams of income is a time-consuming challenge for not-for-profits. Should you invest in new fundraising activities? Do any of your programs fit within the guidelines of grants and trusts? What government funding is available? Once you have identified alternate sources, how do you shape your project so that it fits the funding body's criteria?</p> <p>A volunteer skilled in generating income is adept at selling concepts to potential backers and can advise on your project's key selling points to highlight in any application for funding. They can also advise on tailoring sponsorship pitches.</p>
Negotiator, relationship-	Skilled at forming partnerships, pre-project	If you are planning a new project, who will

managers	negotiations, writing memorandums of understanding. Manages relationships over the life of the project, attracting corporate sponsors, determining strategic alliances. Reviews the credentials of potential partners.	you need to form partnerships with? What criteria do you use for deciding who you should form partnerships with and analysing their credentials? How do you attract them? How do you prepare memorandums of understanding to help you manage the relationship?
Building systems and procedures	Analyses existing internal systems such as income and expenditure flow charts and database systems.	Volunteers who are skilled in procedures and analysing systems can help you manage the financial viability of your organisation. Some examples: <ul style="list-style-type: none"> • A volunteer could help you build your volunteer or supporter databases and create systems for keeping the data up-to-date and clean. • They could also review your administrative costs by looking at income and expenditure flowcharts.
Policy development		
Policy writer	Skilled at writing, analysing and summarising lengthy policies. May have expertise in any of the following areas: - Industrial relations	Volunteers who are skilled at writing policies will be able to analyse and summarise lengthy documents and translate them into policies. Example: <ul style="list-style-type: none"> • A volunteer could help you write HR related policies such as equal

	<ul style="list-style-type: none"> - Human resources - OH&S - Induction - Training and development - Equal opportunity 	<p>opportunity, training and development and induction policies, and policies based upon legal requirements such as industrial relations and OH&S procedures.</p>
Policy implementation	<p>Ensure that policies are implemented and complied with. Skilled at translating policies into practical application such as writing manuals.</p>	<p>Once a policy has been written how do you put it into practice? How do you ensure it will be complied with? How do you communicate its key principles? A volunteer skilled in policy implementation can advise you on these processes.</p> <p>Example:</p> <ul style="list-style-type: none"> • You have a new policy on equal opportunity. A volunteer can help you develop a strategy for communicating the policy and ensuring that people understand its principles.
Communications & marketing		
Call centre expertise	<p>Skilled in telephone sales techniques and managing call centre staff.</p>	<p>Example:</p> <ul style="list-style-type: none"> • Volunteers who work in call centres or manage call centre staff could also train your own call centre staff or volunteers in telephone technique. They could also participate in shifts if you use volunteers

		for your call centre.
<p>Communications – internal and external</p>	<p>Analyses and measures relative effectiveness of communication channels both internal and external to the organisation.</p>	<p>How do you communicate to your staff, your supporters, your volunteers, the wider community? How do you communicate to potential supporters and volunteers?</p> <p>How do you meet the challenge of communicating to your volunteers if they are located at a distance from your head office?</p> <p>How is the message refined if you are targeting those in different geographical locations? Which messages will help you retain supporters and attract new ones?</p> <p>How successful is your brand, or should you consider re-branding?</p> <p>Do you have a strategy for assessing the relative impact of your brand, or the messages of your key campaigns? Do you need help to determine where your brand currently fits in relation to your competition?</p> <p>A lack of good internal communication can also be a barrier to effective knowledge management especially if there is a high ratio of volunteers to staff but your volunteers only attend the worksite infrequently. How do you ensure uniformity of messages and awareness of new procedures? How effective is each method?</p> <p>Example:</p> <ul style="list-style-type: none"> • Some management committees renew

		<p>every 12 months and meet only on a monthly basis. A volunteer could help them assess their current knowledge-management processes to ensure there is continuity over the longer term and that knowledge is also adequately conveyed from the management to their staff and volunteers.</p>
<p>Strategic communications marketing</p>	<p>Devises innovative sales and marketing strategies to sell concepts to the relevant target audiences.</p>	<p>Fundraising strategies are underlined by a good marketing strategy. Marketing strategies will help you find supporters for new projects or programs, and raise awareness of you organisation.</p>
<p>People management skills</p>		
<p>Change managers</p>	<p>Skilled in managing change - how people feel about changes and managing expectations, implementing procedures so people adopt changes.</p>	<p>Not-for-profits have many stakeholders who may be affected by change in their organisation - clients, donors, volunteers, staff. When change needs to occur how will these different groups respond to it?</p> <p>A volunteer skilled in change management can help you with a strategy for managing expectations and ensuring that you have support for your changes.</p> <p>Some examples:</p> <ul style="list-style-type: none"> • The organisation has decided to outsource direct mail outs which they used to have volunteers doing. A

		<p>volunteer could help you manage this change.</p> <ul style="list-style-type: none"> You change your branding and logo – how will your donors respond to this? How do you communicate to them your reasons for doing so?
Diversity inclusiveness	<p>Devises strategies for diversifying the workplace, assesses current inclusiveness practices and existing barriers. Skilled in awareness-raising training.</p>	<p>Do you need help with strategies which address issues of inclusiveness and diversity? Can you assess what barriers currently exist in your organisation which make it difficult or undesirable for people from indigenous or CALD backgrounds or those with disabilities to participate?</p> <p>Example</p> <ul style="list-style-type: none"> A volunteer experienced in diversity management could help you assess your current practices and barriers, then help you develop a recruitment strategy. Or they could train your staff and volunteers on the subject of diversity.
Trainer	<p>Transfers knowledge to individuals or groups of people in a structured format. Determines training objectives and course outlines.</p> <p>Skilled in presenting to groups and in various training techniques.</p>	<p>Those who are skilled in training could help you deliver training for your staff, your clients or volunteers. Depending on their expertise they may also prepare the content of the training.</p> <p>Example:</p> <ul style="list-style-type: none"> A migrant resource centres wants to offer training workshops for newly arrived

		<p>Australians on basic financial management. A volunteer with financial expertise could develop the content and another who has experience conducting training could deliver the workshop sessions.</p>
<p>Managing people (human resource expertise)</p>	<p>Possesses leadership skills - knowledge of group dynamics and conflict management.</p> <p>Skilled in devising recruitment strategies.</p> <p>Writes induction manuals, delivers equal opportunity training, knowledgeable on inclusiveness policies.</p> <p>Writes position descriptions, has interviewing and resume writing skills.</p>	<p>Volunteers who have experience managing and leading people could also have a good understanding of group dynamics and conflict management.</p> <p>Those with human resource management skills could also help you with your recruitment strategies. Do you need to diversify your supporter base or recruit more volunteers?</p> <p>Do you need help to write induction manuals, position descriptions or other human resource policies?</p> <p>Some examples:</p> <ul style="list-style-type: none"> • A volunteer could help you assess how your management committee is functioning as a group. • If your staff deal with difficult clients they could receive training in conflict management. • Could your clients benefit from receiving resume writing and interview skills?

Demographic analysis	Identifies or analyses demographic trends. Predicts how these trends might impact on human resource management issues and develops strategies to address them.	Demographic trend analysis may help you predict trends in donor giving or volunteer participation. Example: <ul style="list-style-type: none"> • A volunteer skilled in demographic analysis may help you undertake a risk analysis based on such trends, and help you develop strategies to prepare for them.
General business expertise		
Small business development	Possesses expertise in small business development and has a corporate perspective on doing business.	Volunteers with expertise in small business development know how to assess the running of an organisation and its income and expenditure processes. Example: <ul style="list-style-type: none"> • Have a volunteer assess the organisation's revenue earners from a business perspective (such as retail programs, special events).
General business skills	Computer knowledge - general software packages such as Word, Outlook, Powerpoint, Excel, Access, internet usage.	A volunteer could help your staff in basic computer training or they could help you understand the more advanced features of software packages.

		<p>Example:</p> <ul style="list-style-type: none"> Your clients or volunteers could also receive computer training.
	Committee meetings	<p>Example:</p> <ul style="list-style-type: none"> A volunteer could help you train your committee on how to more effectively run meetings.
Other specialist knowledge		
Financial management assessor - processes and structures	<p>Assesses banking and financial management processes. Skilled at streamlining banking structures, reducing banking costs, interpreting balance sheets and analysing risks.</p> <p>Familiar with best practice financial management practices as they apply to small enterprises.</p>	<p>A volunteer could work with your organisation's finance manager to analyse your current accounting structures and identify how you might be able to streamline them and reduce banking costs. They could also review your organisation's financial investments, assess how decent your returns are and direct you in finding more information about alternatives.</p>
Cash handling security	<p>Knowledgeable on cash-handling procedures which minimise risks.</p>	<p>A volunteer could help you establish cash-handling procedures before a major fundraising event.</p>
Other specialist knowledge	<ul style="list-style-type: none"> - Superannuation - Financial management - Industrial relations - Information technology 	

