



Quality Management System Toolkit, Part 5

Step 3 – Management & Resources

Contents

Step 3: Management and Resourcing..... 2

 Continuous Improvement and Training..... 2

 Potential long-term roles 3

 Potential short-term roles 3

 External resourcing 3

Toolkit Feedback 5

Step 3: Management and Resourcing

Goal	To place responsibility for managing the QMS with a current F2F employee or by recruiting and inducting a new hire as the resource to manage
Outcome	Allocate the roles and responsibilities for the QMS Steps 3, 5, 6, 7, 8, and 9 to a member of the F2F Admin Support Team or a different suitable temporary resourcing when needed
Process	<ol style="list-style-type: none"> 1. Review current operations 2. Decide if it is possible to assign QMS responsibilities or a new role needs to be created, recruited, and resourced 3. Understand budgeting capacity for any external hire and consider contract longevity in the testing phase 4. If budget and frequency of process are a concern, consider how to temporarily re-assign internal resources to quality management processes intermittently throughout the year 5. Assign QMS management responsibilities long term or temporarily internally or hire an extra resource externally
Requirement	A cost-effective solution is found for the F2F operation to manage the QMS requirement. A UNICEF F2F market can facilitate and quantify results for both and FSI and an AES for a minimum of 10% of fundraisers two or three times a year.
Guidance	<p>When looking at adding new systems and processes to the F2F admin operations, there are many questions about roles and responsibilities:</p> <p><i>Who can facilitate the QC process?</i> <i>Who will process the results?</i> <i>Who will deliver the feedback to the fundraisers?</i> <i>Who will monitor and track the quantified qualitative data?</i> <i>Who will provide any training required after the QC analysis results are shared?</i></p> <p>Continuous Improvement and Training</p> <p>QMS Steps 7 and 8 will continually produce feedback for Step 9 to deliver to fundraisers. Managers or coaches can conduct training needs as an outcome of the QC processes, but this could detract from their current roles in supporting F2F teams in the field. If F2F teams are large, training needs could also be significant as there are more fundraisers to train individually, and more extensive group sessions need organizing if that is required.</p> <p>There is a significant amount of admin work to be an effective trainer. Whereas, to be an effective manager or coach, there is much field work with much less admin time available. Therefore, the admin to field time balance needs to be considered when planning the management and resourcing of the QMS.</p>

	<p>Potential long-term roles</p> <p>Due to the increase in responsibilities and time management, consider these additional admin roles to facilitate the QMS:</p> <ul style="list-style-type: none"> - Training Manager - Training Office - Quality Control Officer - Quality Management Office <p>Potential short-term roles</p> <p>Suppose you have a small campaign or a high wage cost with no budget to hire a new position or a similar constraint. In that case, you can consider using a current F2F resource, such as an experienced manager, and temporarily assign them to a quality control project for a short time frame to conduct the process.</p>
<p>Tips</p>	<p>Project</p> <p>After reviewing Steps 1, 2, and 3 and digesting the information, we recommend creating a task force with a small team of your current employees to tackle the testing processes and get the learnings.</p> <p>A task force can follow the Pre-Steps and consider testing QC processes and long-term integrations of a QMS project with tasks milestones and accountabilities that work for your market. There are numerous pieces to the QMS process, and the path to faster integration and optimization is tackling it as a team and treating it as a project.</p> <p>Initial testing</p> <p>Fundraiser support interview integration into operations should start with the senior level managers and core team within the operation. Starting with the core team is good practice as it helps them get to close to the results, gather the learnings and insight and help optimize the process. After the testing phase, process management can be transitioned to an internal or external resource when all key employees have mastered the methods and can train other employees.</p> <p>External resourcing</p> <p>Joining UNICEF as a F2F Training Officer, F2F Training Manager, or F2F Quality Control Officer are exciting positions to recruit that would generate external interest from experienced F2F talent and candidates with no F2F experience.</p> <p>Having an established QMS also makes the process easier to learn for external hires, and it will help upskill the external hire faster in F2F. So, if you decide to hire externally, it would also be good to do this as a pre-step to starting your QMS journey. Then the external hire can be present when you begin QC processes so they can learn the skills and knowledge they need to train, test, and manage at an accelerated pace.</p>

Current employees

Individuals on your current campaign could be the solution to resourcing the responsibilities. This could also act as an exciting new role to advertise internally and provide a development opportunity for an experienced F2F Fundraiser. The path to optimizing QC processes is likely fast with a professional F2F Fundraiser, as they would fully understand the skills and knowledge managed in the templates.

Toolkit Feedback

To help us improve both the QMS and this Toolkit, please fill out this [quick feedback form](#) which will take approximately 4 minutes to complete.

Help us to understand:

- What works?
- What does not work or needs more work?
- What did you learn?
- What did we miss?
- +
- What are your ideas to improve the QMS and this Toolkit?