



# Volunteer Management Policy

Policy number	VM.4	Version	June 2022
Drafted by	Lachlan Preston	Approved on	1 July 2022
Authorisation	Lisa Jones	Scheduled review date	December 2023

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### 1. Purpose

The purpose of this policy is to outline Ardoch’s approach to the engagement of volunteers, including screening, training, ongoing support, and recognition. It also outlines the responsibilities of Volunteer Managers.

### 2. Scope

This policy applies to all Ardoch volunteers, and to all Ardoch staff involved in managing volunteers.

### 3. Commitment to Child Safety

This policy reaffirms Ardoch’s commitment to child safety approved by the Board:

*Ardoch is committed to the safety and wellbeing of all children and young people. This will be the primary focus of our care and decision-making. Ardoch has a zero-tolerance approach to all forms of child abuse. As an organisation we recognise that all children have a right to be kept safe from harm and we are committed to upholding this moral and legal obligation at all times. Consistent with this, Ardoch works with its representatives to provide a child safe environment where children and young people are safe and feel safe, and where they are involved in decisions that affect their lives. Ardoch will also actively promote the safety and wellbeing of particularly vulnerable children, specifically; the cultural safety of Aboriginal and Torres Strait Islander children, children from culturally and linguistically diverse backgrounds; children with a disability, and children and young people who identify as LGBTIQ+. Every person involved in Ardoch has a responsibility to understand their important and specific role individually and collectively, in ensuring that the wellbeing and safety of all children and young people is at the forefront of all they do and every decision they make.*

### 4. Definitions

**Guest:** Someone who Ardoch has invited to an experience it is hosting (e.g., funders, potential corporate partners). They are our guests and are not considered volunteers.

**Volunteer:** Someone who willingly gives their time for no recompense for the sake of contributing to Ardoch strategic organisational outcomes; or who adds value to, leads or supports the delivery of programs and projects by undertaking a designated volunteer position.

**Volunteering:** *Volunteering is time willingly given for the common good and without financial gain.*  
This is Volunteering Australia's 2015 definition.

#### Types of volunteers at Ardoch

**Board Member:** Appointed member of the Ardoch Board (the governing body of the organisation).

**Education Volunteer:** A volunteer who supports students in a school or Early Years setting through Ardoch's Education Volunteers Program. This typically involves volunteering for at least two hours each week for a minimum six months, but could include other forms, such as supporting STEM or robotics for shorter periods of time.

**Fundraising Volunteer:** An individual who contributes their time volunteering for Ardoch in the Fundraising and Engagement Team. The role can require access to confidential Ardoch documentation.

**Program Support Volunteer:** A volunteer who supports the delivery of Ardoch programs through undertaking administrative or other tasks. The roles are generally based at Ardoch's Melbourne CBD Office but may be done remotely in some circumstances and involve attending a regular volunteer shift (weekly) without a minimum time requirement. The role can require access to confidential Ardoch documentation.

**Skilled Volunteer:** A volunteer who supports Ardoch, by providing expertise requested by Ardoch in a specific area outside of those listed above (for example data analysis, finance, strategy, risk management). This may be by providing pro-bono service of something they would normally charge for.

**Workplace Coordinator:** A volunteer who coordinates other volunteers from their workplace to participate in an Ardoch program. This is most commonly for Literacy Buddies & Numeracy Buddies programs.

**Workplace Volunteer:** A volunteer who is from a workplace and volunteers their time for the duration of a specific Ardoch program, generally volunteering in a team context. Workplace Volunteering programs include Literacy Buddies, Numeracy Buddies, Learning Through Lunch, Mock Interviews & Speed Careers. They will typically be connected to Ardoch through a partnership with their workplace, but in some cases (such as regional programs) their workplace may not be connected to Ardoch.

#### Types of volunteer compliance at Ardoch

For compliance purposes, Ardoch allocates volunteers into three categories.

**Standard compliance:** The default screening is standard compliance. In this category, volunteers are required to provide a Working with Children check that is linked to Ardoch (where the state allows it), and complete a National Criminal History Check, in addition to undertaking online Child Safety training and agreeing to the Code of Conduct.

**High compliance:** Some roles have higher risk due to having more frequent contact with children and young people and/or greater access to information about children. Ardoch applies a higher level of screening to these roles, including a video or in-person interview, a more in-depth online Child Safety training and completion of two verbal reference checks.

**Introductory compliance:** For volunteers who are attending one-off Broadening Horizons program (Mock Interviews, Speed Careers or Learning Through Lunch), an introductory level of compliance is applied. The difference from the standard compliance is that a Police Check is not needed and while a WWC check is required it does not need to be linked to Ardoch. A volunteer will only be classified as in introductory compliance for a maximum of two Broadening Horizons events. If attending a third Broadening Horizons event, they will need to meet the standard compliance requirements and must complete the National Criminal History Check and their WWC card needs to be linked to Ardoch. If at any point the volunteer moves to a program that requires a higher level of compliance, they will need to meet that new requirement, even if they have not yet attended two Broadening Horizons events.

## 5. Policy

Ardoch's Volunteer Management Policy is designed in-line with the National Standards for Volunteer Involvement (the National Standards) developed by Volunteering Australia.

The National Standards incorporate the following principles:

- Volunteer involvement should be a considered and planned part of an organisation's strategic development, aligning with the organisation's strategic aims and incorporated into its evaluation framework.
- Effective volunteer involvement requires organisational leadership, and a culture and structure that supports and values the role of volunteers.
- Volunteers have rights, which include the right to work in a safe and supportive environment with appropriate infrastructure and effective management practices.
- Volunteers have responsibilities, which include acting responsibly, being accountable for their actions to the organisation, and respecting the organisation's values and practices.

### **Standard 1: Leadership and management**

- Ardoch will put in place appropriate management systems to support volunteer involvement.
- Ardoch has many different volunteer roles, which means volunteer management responsibilities also vary.
- [Appendix 2: Volunteer Management Responsibilities](#), outlines the management responsibilities for all roles.
- Ardoch's risk management processes apply to all volunteer involvement.
- Volunteer involvement is recorded via Ardoch's CRM system.

### **Standard 2: Commitment to volunteer involvement**

- Ardoch recognises that volunteers bring immense value to our organisation's capacity, including increasing our reach and impact towards our mission, bringing new ideas and perspectives, providing closer connection with the communities where our programs run, bringing specific skills and knowledge.
- Ardoch supports volunteer involvement through the provision of staff positions, time, and resources to support volunteers to through application, screening, training and ongoing supervision and professional development.

### **Standard 3: Volunteer roles**

- Each Ardoch volunteer position must have a Role Description.
- Volunteer roles will be reviewed regularly with input from staff and volunteers.
- Volunteer Role Descriptions should outline the skills and capabilities required, as well as any prerequisites or screening criteria to apply to the role.
- Volunteer rights and responsibilities are clearly outlined on the Volunteer Agreement.

### **Standard 4: Recruitment and selection (including screening)**

- Ardoch has many different roles, which each have different recruitment methods.
- Ardoch will give clear guidance to potential volunteers about Ardoch, the volunteer role, and the recruitment and screening process.
- Ardoch has clear requirements on compliance for volunteers, outlined in [Appendix 1: Compliance Process](#).
- All volunteer managers must ensure that this process is followed for volunteer screening.
- If a volunteer is simultaneously undertaking two volunteer roles, they must be screened according to the more rigorous requirements of the two roles.
- If a volunteer changes roles, they must be re-checked in accordance with the higher rigour-requiring role with no assumptions of previous level of screening.

### **Standard 5: Support and development**

[Appendix 2: Volunteer Management Responsibilities](#) outlines the responsibilities of Volunteer Managers for each role.

#### Training and professional development

- Ardoch will provide training to volunteers appropriate to the role they are undertaking.
- All volunteers will be required to undertake Child Safety training.
- All volunteers will be required to refresh their Child Safety training each year.
- If a volunteer is undertaking multiple roles or changes roles, they must complete the training for both roles.

- Where applicable, Ardoch will provide professional development training opportunities for volunteers

### Management and supervision

Note: these items apply to ongoing volunteers who volunteer with Ardoch on a regular basis.

- Each Ardoch volunteer needs to be assigned an Ardoch staff member as a Volunteer Manager unless they are being managed by a Workplace Coordinator from their company.
- Where possible, the Volunteer Manager should attend the volunteer's first session (for example at a school or in the Ardoch office) to provide an induction.
- Every Ardoch volunteer who volunteers regularly must receive supervision (check-in) from their Ardoch Volunteer Manager at least twice per year.
- Every Ardoch volunteer must begin their shift knowing what tasks are expected of them on that day. The Volunteer Manager is responsible for this (except for Education Volunteers, where the educator will do it).
- Only the Volunteer Manager will give work to a volunteer they are managing unless it has been pre-agreed with the Volunteer Manager for another staff member to do so.

### **Standard 6: Workplace safety and wellbeing**

- Ardoch volunteers are included in the Complaints and Grievances Policy
- Any complaints (from or regarding a volunteer) will be reviewed promptly in-line with Ardoch's Investigations Procedure, unless of a Child Safety nature in which case the Child Safety Policy.
- Ardoch will undertake risk assessments of all programs.
- Volunteers should receive an OHS induction as part of their induction to a new volunteer role.

### **Standard 7: Volunteer recognition**

- All volunteers must receive acknowledgement of their contribution.
- The nature of this acknowledgement will vary according to the circumstances.
- Ardoch will host events or undertake other activities to recognise the contribution of volunteers, including celebrating National Volunteer Week each year.

### Recording volunteer contributions

- In-kind donations: The time donated by skilled volunteers will be recorded as an in-kind donation
- Logged volunteer hours: Education Volunteers and others record their volunteer hours via the CRM
- Workplace Volunteer hours: Volunteer hours are recorded using a formula of hours per each program undertaken. If a volunteer does multiple programs or a program multiple times, they will be counted.

#### Formula for Workplace Volunteer hours

- Literacy Buddies: 12 hours
- Numeracy Buddies: 12 hours
- Mock Interviews: 3 hours
- Learning Through Lunch: 3 hours
- Speed Careers: 3 hours

### **Standard 8: Quality management and continuous improvement**

- Volunteers will be given opportunities to provide feedback on Ardoch's programs and operations, including through surveys, requests to provide input on documents or processes, and participation in interviews or focus groups (run by Ardoch or external evaluators).
- Ardoch will regularly review and update volunteer management guidelines.

### **Ceasing Volunteering**

#### Volunteer instigated

- Where a volunteer chooses to cease volunteering, Ardoch will thank them and recognise their service.
- The level of recognition will be commensurate to the duration or depth of service provided by the volunteer.
- If applicable, the Volunteer Manager should ensure that any Ardoch property or information is returned.

### Ardoch instigated

- If a volunteer breaches the Volunteer Agreement or Child Safety Code of Conduct or a complaint is upheld, Ardoch may terminate the volunteering arrangement with the volunteer.
- Following a discussion with the National Programs Manager, the Volunteer Manager (or other Ardoch staff such as Child Safety Officer) will advise the volunteer of the outcome and explain the reason/s why they cannot continue to volunteer with Ardoch.
- Following the conversation, an email should be sent to the volunteer confirming their last date of volunteering with Ardoch and requesting that they return any Ardoch property or information (if applicable).
- Where relevant the education partner must be advised that the volunteer has ceased volunteering with Ardoch and the last date on which the person volunteered.
- A file note and/or copies of any email communication relating to the termination of a volunteer must be maintained by the Volunteer Manager and provided to the National Programs Manager.

## **6. Responsibilities**

**Employees** must:

- ★ Act in accordance with this policy at all times.

**Management** is responsible for:

- ★ Ensuring that this policy is adhered to at all times.
- ★ Reviewing this policy in-line with the review provisions.

**Human Resources** will:

- ★ Monitor this policy and revise as appropriate
- ★ Facilitate access to relevant training and development programs for managers and relevant employees.

## **7. Review**

The Ardoch Volunteer Management Policy should be reviewed annually.

The Volunteer Programs Manager will manage the review. Programs staff and Child Safety Champions will be consulted in this process.

## **8. Policy Implementation Documents**

The following documents are referred to and are to be used when implementing this policy:

- ★ Ardoch Child Safety Policy
- ★ Ardoch Child Safety Code of Conduct
- ★ Ardoch Volunteer Agreement
- ★ Ardoch Education Volunteer Management Guide
- ★ Ardoch Investigations Procedure
- ★ Ardoch In-Kind (including volunteer time) Policy
- ★ Ardoch Discrimination, Harassment and Bullying Prevention Policy
- ★ Ardoch Complaints, Grievance and Investigation Policy
- ★ Volunteering Australia National Standards for Volunteer Involvement

## 9. Document Management

**Policy Manager:** National Programs Manager

**Policy Stakeholders:** Staff Members, Child Safety Champions

**Review Date:** Annually

### Authorisation

Signed:



Name: Lisa Jones

Date: 1 July 2022

Position: CEO

Version Control			
Policy number	Version date	Changes made	By Whom
VM.1	August 2014	Document set up	Jude Gilroy
VM.2	28 November 2018	Revised version approved	Kylee Bates & Adele Stowe-Linder
VM.3	19 November 2021	Policy re-written to reflect changes to compliance, volunteer roles and Ardoch systems (incl. CRM).	Lachlan Preston (with review and feedback by Kylee Bates, Joe Reed, Maiaan Galant, Sarah Segal & Claire Lawson).
VM.4	1 July 2022	Added compliance category of Introductory Compliance to cover one-off volunteers, removed Next Gen Volunteers, added volunteer category for Workplace Volunteer who are leading or delivering a program, added a new general training module for those not doing a set program. Added clarity about Police Check exemption for serving Police Officers. Added clarity about VIT registered teachers and WWC check linking process.	Lachlan Preston (with review and feedback from Claire Lawson, Joe Reed, Maiaan Galant, Jean Millward, Bec Yacobovich, Suan Sow, Skye Taylor, Nick Gabb & Lisa Jones)

## 10. Appendix 1: Compliance Process

This section below outlines the compliance requirements for each volunteer type, based on the compliance category they fall into. Certain items will need to be refreshed, such as Child Safety training (annually), Police Check (every three years) and WWC check (on expiry, typically five years after the card was approved).

### Standard compliance

Role	Role requires	Video / in-person interview?	Online child safety training module?	Online program training module?	Instructor-Led training course?	Criminal History Check? <sup>12</sup>	Working with Children Check? <sup>3</sup>	Two verbal reference checks?	Agree to Code of Conduct?
Workplace Coordinator	May involve school access	NO	YES Understanding Child Safety	YES For each program they volunteer in.	NO But may have optional sessions.	YES	YES	NO	YES
Workplace Volunteer <ul style="list-style-type: none"> <li>Literacy Buddies</li> <li>Numeracy Buddies</li> <li>Three or more Broadening Horizons programs</li> </ul>	School access as a group.  May involve regular correspondence with students (screened by Ardoch)	NO	YES Introduction to Child Safety	YES For each program they volunteer in.	NO	YES	YES	NO	YES
Workplace Volunteer (Delivering program)	Irregular school access, individually	NO	YES Introduction to Child Safety	YES Volunteering with Ardoch (General)	YES	YES	YES	NO	YES
Skilled volunteer	Will vary depending on tasks but may include confidential information	DEPENDS	YES Introduction to Child Safety	NO	NO	YES	YES	DEPENDS	YES

<sup>1</sup> If a volunteer has lived in another country for 12 months or more, in the past 10 years, they will also need to complete an International Criminal History Check for each relevant country.

<sup>2</sup> Police Officers volunteering through their work are not required to complete a Criminal History Check. Ardoch will record their Police Number as evidence they are active Police Officers, i.e. not retired or suspended. This process will be undertaken annually.

<sup>3</sup> For VIT registered teachers, Ardoch will accept confirmation of them being linked through the VIT-WWC Victoria process, which notifies Ardoch if their circumstances change and they are no longer exempt.

## Introductory compliance

Role	Role requires	Video / in-person interview?	Online child safety training module?	Online program training module?	Instructor-Led training course?	Criminal History Check?	Working with Children Check?	Two verbal reference checks?	Agree to Code of Conduct?
Workplace Volunteer (attending first or second Broadening Horizons programs)	School access as a group, one off.	NO	YES Introduction to Child Safety	YES For each program they volunteer in or Volunteering with Ardoch (General)	NO	NO	YES (but not linked to Ardoch)	NO	YES

## High compliance

Role	Role requires	Video / in-person interview?	Online child safety training module?	Online program training module?	Instructor-Led training course?	Criminal History Check? <sup>4</sup>	Working with Children Check? <sup>5</sup>	Two verbal reference checks?	Agree to Code of Conduct?
Education Volunteer	Ongoing access to education partner, individually	YES	YES Understanding Child Safety	YES Volunteering with Ardoch (Education Volunteer)  Supporting children through volunteering	YES Principles for Education Volunteers + Practical tools for Education Volunteers	YES	YES	YES	YES
Program Support Volunteer	Access to IT system, potentially including confidential information	YES	YES Understanding Child Safety	YES Volunteering with Ardoch (General)	NO On-the-job training	YES	YES	YES	YES
Fundraising Volunteer	Access to IT system, potentially including confidential information	YES (by Volunteer Manager)	YES Understanding Child Safety	YES Volunteering with Ardoch (General)	NO On-the-job training	YES	YES	YES	YES
Board Member	Access to confidential information and Ardoch office.	YES (via Board)	YES Understanding Child Safety	YES Volunteering with Ardoch (General)	NO On-the-job training	YES	YES	YES	YES

<sup>4</sup> If a volunteer has lived in another country for 12 months or more, in the past 10 years, they will also need to complete an International Criminal History Check for each relevant country.

<sup>5</sup> For VIT registered teachers, Ardoch will accept confirmation of them being linked through the VIT-WWC Victoria process, which notifies Ardoch if their circumstances change, and they are no longer exempt.



## 11. Appendix 2: Volunteer Management Responsibilities

This table outlines the responsibility for different steps of the volunteer onboard and management process depending on the role.

Responsibilities	Board Member	Education Volunteer	Fundraising Volunteer	Program Support Volunteer
Write Position Description	Volunteer Manager	Program Coordinator: Ed Vols	Volunteer Manager	Volunteer Manager
Advertise	Volunteer Manager	Program Coordinator: Ed Vols	Program Coordinator: Ed Vols	Program Coordinator Ed Vols
Respond to volunteer enquiry	Volunteer Manager	Program Coordinator: Ed Vols	Program Coordinator: Ed Vols	Program Coordinator Ed Vols
Process application + allocate training	Program Coordinator Ed Vols	Program Coordinator: Ed Vols	Program Coordinator: Ed Vols	Program Coordinator Ed Vols
Compliance screening	Program Compliance Coordinator	Program Compliance Coordinator	Program Compliance Coordinator	Program Compliance Coordinator
Instructor-led training	N/A: on-the-job	Program Coordinator: Ed Vols	N/A: on-the-job	N/A: on-the-job
Complete interview	Volunteer Manager	Program Coordinator: Ed Vols	Volunteer Manager	Program Coordinator Ed Vols
Reference checks	Volunteer Manager	Program Coordinator: Ed Vols	Volunteer Manager	Program Coordinator Ed Vols
Manage volunteer	Volunteer Manager	Education Partnership Coordinator	Volunteer Manager	Volunteer Manager
Plan tasks for the volunteer	Volunteer Manager	N/A: done by educator	Volunteer Manager	Volunteer Manager
Supervision (check-in) each term	Volunteer Manager	Education Partnership Coordinator	Volunteer Manager	Volunteer Manager
Check volunteer logs hours	N/A: done via formula	Program Coordinator: Ed Vols	Program Coordinator: Ed Vols	Program Coordinator Ed Vols
Acknowledge volunteer service	Volunteer Manager	Program Coordinator: Ed Vols	Volunteer Manager	Volunteer Manager
Responsibilities	Skilled volunteer	Workplace Coordinator	Workplace Volunteer (Participating in Ardoch program)	Workplace Volunteer (Delivering a program)
Write Position Description	Volunteer Manager	Program Coord. Workplace Vols	Program Coord. Workplace Vols	Program Coord. Workplace Vols
Advertise	Volunteer Manager	Program Coord. Workplace Vols	Workplace Coordinator	Workplace Coordinator
Respond to volunteer enquiry	Volunteer Manager	Program Coord. Workplace Vols	Program Coord. Workplace Vols	Program Coord. Workplace Vols
Process application + allocate training	Program Coord. Workplace Vols	Program Coord. Workplace Vols	Program Coord. Workplace Vols	Program Coord. Workplace Vols
Compliance screening	Program Compliance Coordinator	Program Compliance Coordinator	Program Compliance Coordinator	Program Compliance Coordinator
Instructor-led training	N/A: on-the-job	Program Coord. Workplace Vols	N/A: only online modules	Program Development Coordinator
Complete interview	Volunteer Manager	N/A: no interview	N/A: no interview	N/A: no interview
Reference checks	Volunteer Manager	N/A: no reference checks	N/A: no reference checks	N/A: no reference checks
Manage volunteer	Volunteer Manager	Program Coord. Workplace Vols	Workplace Coordinator	Workplace Coordinator
Plan tasks for the volunteer	Volunteer Manager	Program Coord. Workplace Vols	Program Coord. Workplace Vols	Program Development Coordinator
Supervision (check-in) each term	Volunteer Manager	N/A: no supervision	N/A: no supervision	N/A: no supervision
Check volunteer logs hours	N/A: recorded as In-Kind	N/A: done via formula	N/A: done via formula	N/A: done via formula
Acknowledge volunteer service	Program Coord. Workplace Vols	Program Coord. Workplace Vols	Program Coord. Workplace Vols	Program Coord. Workplace Vols