

## Youth Solutions – Human Resources

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### 1 Policy statement

Youth Solutions is committed to supporting volunteer opportunities to enhance Youth Solutions' service capacity, community engagement and service delivery. Youth Solutions recognises the mutual benefit of volunteers to Youth Solutions and each individual volunteer.

Youth Solutions is committed to providing:

- an environment that is supportive of volunteers
- volunteer opportunities in line with strategic and operational planning
- volunteer supervisors to provide supervision and support to each volunteer

Youth Solutions recognises that volunteers are not substitutes for paid staff members, and as such, will only fulfil duties deemed suitable for volunteers.

### 2 Purpose, scope and outcomes

The purpose of this policy is to outline the areas of involvement for volunteers as well as the structures that support the effective management of the Volunteer Program. In order to provide mutual benefit, Youth Solutions will:

- make realistic commitments about the number and length of volunteer positions that can be offered at any one time and over the course of a calendar year
- only agree to volunteers who are consistent with Youth Solutions' strategic priorities

This policy applies to:

- Board members
- committee and subcommittee members, such as the Fundraising Committee
- Peer Educators
- Youth Advisory Group (YAG) members
- all other volunteers

This policy does not apply to:

- student placements (refer to [Policy – Student Placement Program](#))

### 3 Definitions

Please refer to the [Policy and Procedure Definitions](#) document, section 4.1 Human Resources, for all definitions.

### 4 Principles

All volunteers must have the appropriate clearances, as applicable to their roles, before commencing a volunteer position at Youth Solutions. This can include:

- National Police Check
- NSW Working With Children Check

Fundraising Committee volunteers, for example, who do not directly work with young people, are involved in raising funds for the service and are therefore required to pass a National Police Check. Volunteers, such as YAG members or Peer Educators, who engage in work with young people are required to pass a Working With Children Check.

Currently, Youth Solutions' student placements undergo clearance checks with their educational institutions and Youth Solutions requests a copy of these checks before the students are able to commence their placements. For more information about student placements refer to the [Policy – Student Placement Program](#).

Youth Solutions is also informed by the National Standards for Volunteer Involvement as outlined 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

Any volunteering undertaken should be considered in line with the organisation's [Policy – Workplace, Health and Safety](#).

## 5 Policy detail, action and procedures

### 5.1 Identifying volunteer placement opportunities

Discussion of possible volunteer recruitment and opportunities may occur at supervision meetings, team scheduling, staff meetings or program meetings.

Youth Solutions will only promote volunteering opportunities that are currently available and that the service is recruiting for. When no further opportunities are available, Youth Solutions should reflect this on its website and should inform enquirers accordingly.

In 2019, Youth Solutions' current active volunteers include:

- Youth Solutions Board
- Fundraising Committee
- Peer Educators / Youth Advisory Group (YAG) members
- as well as a small selection of events and administration volunteers

### 5.2 Recruitment and selection

All volunteers are subject to a screening and approval process. This process may vary depending on the nature of the volunteer role. If an individual is interested in becoming a volunteer they must complete one of the appropriate forms below:

- [Form – Expression of Interest – Peer Educator](#)

- [Form – Expression of Interest – Volunteer](#)
- [Form – Youth Advisory Group Application Form](#)
- [Form – Application for Membership to the Board](#)

Recruitment of volunteers should take into account Youth Solutions' commitment to cultural diversity as per [Policy – Recruitment and Selection](#).

Peer Educators and YAG members are required to be young people aged 16 – 25 years.

Youth Solutions will only promote volunteering opportunities that are currently available and that the service is currently recruiting for. When no further opportunities are available, Youth Solutions should reflect this on its website and should inform enquirers accordingly.

All applications for volunteering are considered on an individual basis, based on personal competencies, relevant experience which demonstrates ability to achieve agreed outcomes and capacity to attend rostered volunteer shifts at agreed times. Suitable candidates will be offered an interview with the staff member who will be the direct supervisor, together with at least one other staff member.

Staff should inform individuals who are not accepted as volunteers about the alternative ways they can support Youth Solutions. Staff should send the individuals [Email – Youth Solutions I Thank you with Generic Youth Solutions – Get Involved Flyer](#) embedded within the email.

Following the recruitment of volunteers, copies of all relevant documents are given to the appointed Coordinator for filing.

The feedback from the orientation and induction will inform future volunteer induction and orientation processes and the review of the policy, checklist and procedure.

Youth Solutions requires all workers including volunteers to abide by the organisation's [Policy – Code of Ethics and Conduct](#)

### **5.3 Induction and orientation**

All volunteers must participate in induction and orientation as per [Policy – Induction and Orientation for Board Members](#) or [Policy – Induction and Orientation for Other Workers](#) and must complete the relevant induction items and paperwork.

Volunteers, together with their Youth Solutions supervising team member, should complete necessary induction and corresponding paperwork, which may include:

- [Form – Child Protection Agreement](#)
- [Form – Code of Ethics – Working with Young People](#)
- [Form – Code of Ethics and Conduct – Employees and Other Workers](#)
- [Form – Confidentiality Agreement](#)
- [Form – Evaluation – Induction and Orientation Student & Volunteer](#)
- [Form – Induction and Orientation – Workplace Health and Safety](#) or [Form – Induction and Orientation – Workplace Health and Safety – Event Volunteers](#)
- [Form – Induction and Orientation Plan – Peer Educators](#) or [Form – Induction and Orientation – Youth Advisory Group](#) or [Form – Induction and Orientation Plan – Volunteers](#)
- [Form – Media Consent](#)

- Form – Personal Information
- Form – Youth Solutions Volunteer Fact Sheet

Peer Educators and YAG members are required to complete the following additional paperwork:

- Code of Conduct – Youth Advisory Group
- Form – Peer Educator Consent
- Form – YAG Consent

As part of their induction, volunteers may also be required to complete or review additional paperwork, relative to their roles and tasks.

## **5.4 Supervision and support – the role of the Volunteer Coordinator and supervisors**

Youth Solutions will appoint a Volunteer Coordinator to oversee the Volunteer Program. This position is currently appointed to the Community Relations and Communications Coordinator (CRCC).

The Volunteer Coordinator is responsible for overseeing the Volunteer Program, updating relevant policies and supporting other Youth Solutions staff who supervise volunteers.

Responsibility for supervision of Youth Solutions' current volunteer programs is tabled below:

<b>Volunteer program</b>	<b>Youth Solutions supervisor</b>
<b>Board</b>	Chief Executive Officer
<b>Fundraising Committee</b>	Community Relations and Communications Coordinator
<b>Peer Educators / Youth Advisory Group</b>	Health Promotion Coordinator
<b>Events or administration volunteers</b>	Community Relations and Communications Coordinator

The CEO or CRCC may delegate supervision of volunteers to other, capable staff members, as appropriate to their grading and/or role.

A primary consideration for managing and supervising volunteers at Youth Solutions is that staff should have experience in supervising other staff members or volunteers. If they do not have this experience or expertise, they should approach their supervisor with the aim of gaining support for their activities.

The volunteer supervisor will ensure the volunteer receives regular supervision and will monitor work progress of the volunteer. The supervisor will also provide the volunteer with an alternative contact at the organisation, for supervision and support if they are unavailable.

The volunteer may be encouraged to participate in staff meetings and organisation events, as appropriate.

Staff responsible for supporting volunteers should ensure that volunteers are:

- orientated and inducted to the organisation
- allocated appropriate tasks
- assisted to identify and address training needs where practicable
- aware of relevant organisational policy and procedures

- encouraged and supported to be part of the Youth Solutions team
- provided with suitable resources and equipment on commencement
- provided with regular supervision and support
- supported to implement environmental adjustments as required

Additional information about volunteer support will be noted in the volunteer agreement.

The volunteer supervisor is also responsible for the following tasks in relation to each volunteer:

- selection and scheduling of volunteers
- creating a personnel folder
- issuing a welcome letter
- assigning a suitable volunteer supervisor when out of the office
- allocating a workstation
- allocating a Youth Solutions user name and permissions
- conducting induction and orientation
- allocating tasks and developing relevant task proformas
- resolving any difficulties that may occur during placement and ensuring volunteers are made aware of procedures for internal grievances and complaints

### **5.5 Remuneration**

As in line with the definition from Volunteering Australia, “volunteering is time willingly given for the common good and without financial gain.”

Accordingly, Youth Solutions volunteers work on an unpaid basis. There is no remuneration or reimbursements for the personal expenses of the volunteers.

Travel expenses to and from the office are not reimbursable. Volunteer supervisors will, where possible, transport the volunteer to and from offsite work locations. If transport cannot be provided to a volunteer, volunteers will be given the option of not attending. If the volunteer chooses to attend, they are responsible for organising and funding their own transport.

Youth Solutions will not accept remuneration from volunteers, businesses or educational institutions to provide a volunteer opportunity.

### **5.6 Insurance**

Volunteers are covered by the Public Liability Insurance held by the organisation. Volunteers are not covered by the Workers Compensation Act 1987 (NSW) and therefore are not covered by WorkCover.

### **5.7 Resolving difficulties**

Problems arising from a volunteer’s performance or behaviour are addressed directly with the volunteer by the direct supervisor in an attempt to resolve the issue.

Where the volunteer experiences difficulties or issues at Youth Solutions, it is recommended that the volunteer discuss this with their direct supervisor in an effort to resolve the issue.

If the issue is not resolved, or either the volunteer or Youth Solutions believes it necessary, these should be discussed with the Volunteer Coordinator and/or Chief Executive Officer (CEO) as outlined in Procedure – Internal Grievances.

### **5.8 Recognition**

Volunteers will be recognised for their contribution to Youth Solutions through a number of incentives such as:

- acknowledgement in publications and media (newsletter, website, social media, media releases etc)
- award nominations
- certificates of service
- education and training opportunities
- invitations to events
- networking opportunities
- skill development

### **5.9 Resignation and termination of volunteers**

Volunteers may end their volunteering activities at any time by providing notice in writing to their direct supervisor.

A final supervision session should be held between the supervisor and volunteer, with volunteers asked to complete a Volunteer Evaluation Form to provide feedback on their experience as a volunteer in the organisation. Any anecdotal or other feedback supplied from the volunteer should be noted by the supervisor and attached to the Volunteer Evaluation Form.

Upon request, volunteers will be given an appropriate reference detailing their contribution to the organisation.

Volunteers who fail to attend volunteer activities on multiple occasions without notifying their direct supervisor in advance will be considered to have resigned from the position. The volunteer direct supervisor will write a letter to the volunteer that it has accepted such a resignation, with the letter signed by the direct supervisor and the CEO.

Termination of volunteers will be necessary when the focus of the services provided by the organisation changes, and/or a volunteer:

- fails to adhere to the Code of Conduct
- lacks the necessary skills for the activity/role
- breaches safety or confidentiality guidelines
- breaks the law

The volunteer will return all confidential information and all other Youth Solutions property upon completion of the placement.

### **5.10 Documentation**

All human resource documentation will be filed in the appropriate volunteer file on the human resources drive and/or filing cabinet. Such information includes:

- position description, promotional material
- applications, volunteer interview details, agreement
- code of conduct
- orientation and induction checklist
- evaluation form
- grievance documents (if required).

This feedback will be provided to staff and used to review the volunteer policy documents and the volunteer program at the organisation.

## 6 Delegations and responsibilities

The Board has a legal obligation to ensure Youth Solutions adheres to the terms outlined in this policy. The Board may choose to delegate the day-to-day responsibilities to the Chief Executive Officer (CEO) or designate.

Position	Delegation or task
<b>Board</b>	<ul style="list-style-type: none"> <li>• Endorse the policy and ensure compliance with the policy</li> <li>• Ensure compliance with relevant legislation</li> <li>• Delegate policy implementation and procedural development and implementation to management</li> </ul>
<b>Executive</b>	<p><i>Additionally</i></p> <ul style="list-style-type: none"> <li>• Act as facilitators in resolving grievances as required</li> <li>• Ensure succession planning for CEO and other critical operational positions</li> </ul>
<b>Management</b>	<p><b>CEO</b></p> <ul style="list-style-type: none"> <li>• Comply with policy</li> <li>• Oversee the development and review of the policy and procedures</li> <li>• Manage implementation of the policy and associated procedures</li> <li>• Develop and implement Human Resource systems across the organisation.</li> <li>• Implement performance and misconduct management processes as required.</li> <li>• Act as a facilitator in resolving grievances as required</li> <li>• Human Resource planning, including identifying position requirements and associated budget</li> </ul>
<b>Staff</b>	<p><b>All</b></p> <ul style="list-style-type: none"> <li>• Comply with the policy and all associated procedures</li> <li>• Support continuous quality improvement initiatives relating to the policy and all associated procedures</li> <li>• Provide advice and expertise (relative to role) in reviewing the policy and all associated procedures</li> </ul> <p><i>Additionally</i></p> <p><b>Coordinators</b></p> <ul style="list-style-type: none"> <li>• CRCC to act as Volunteer Coordinator</li> <li>• Human Resource responsibilities for service workers, students, volunteers and others as delegated by CEO</li> <li>• Support with recruitment and selection processes</li> <li>• Finance and Operations Coordinator to support with recruitment and selection processes</li> </ul>

## 7 Policy implementation

This policy is to be referred and adhered to when recruiting, orientating and managing Youth Solutions volunteers.

This policy is developed in consultation with the team and approved by the Board. All team members are responsible for understanding and adhering to this policy.

## 8 Risk management

Policies and procedures is a standing agenda item for Youth Solutions staff meetings to discuss any relevant issues.

By implementing this policy, Youth Solutions effectively manages the risks of:

- accepting volunteers who do not have the necessary checks
- accepting volunteers that are not in line with Youth Solutions' strategic priorities
- being unable to provide suitable physical and human resources to volunteers
- the volunteer and/or Youth Solutions being unaware of their rights and responsibilities

## 9 Breaches

Any breach of this policy may result in counselling and/or disciplinary action, which, in the case of employees, may lead to dismissal as per Policy – Disciplinary Action. In the case of volunteers, a breach of this policy may lead to the immediate cancellation of the volunteer position.

## 10 Other relevant internal policies and documents

References to key internal sources are listed within the document – these sources are underlined. Refer to Youth Solutions Policy Manual – Reference Guide for a comprehensive list of:

- Legislation and frameworks
- Policies and procedures
- Documents and forms
- Other relevant standards

## 11 References to external sources

NADA, 2014, *NADA Policy Toolkit edition 2 – Human Resources Management Policy*, accessed on 22/02/2018.

Volunteering Australia, 2019, *Definition of Volunteering*, accessed on 18/04/2019 via <https://www.volunteeringaustralia.org/resources/definition-of-volunteering/#/>.

Volunteering Australia, 2015, *The National Standards for Volunteer Involvement*, accessed on 18/04/2019 via [https://www.volunteeringaustralia.org/wp-content/uploads/National-Standards-Document-FINAL\\_Web.pdf](https://www.volunteeringaustralia.org/wp-content/uploads/National-Standards-Document-FINAL_Web.pdf).

## 12 Quality and accreditation standards

### 12.1 Australian Standards Excellence Standards (ASES)

Provided by Quality Innovation Performance (QIP)

## **Standard C.4.1 Human Resources**

### Conditions of employment

- Youth Solutions documents its expectations of individual paid staff, the terms of their employment and their rights to industrial protection in position descriptions and employment contracts
- Youth Solutions reviews position descriptions and ensures they are reflective of actual duties

### Organisational structure: roles, responsibilities and delegations

- Youth Solutions allocates roles and responsibilities to its Board, senior staff members and groups and maintains reporting and accountability across the organisation

### Staff recruitment

- Youth Solutions has a documented staff recruitment procedure, ensuring its compliance with equal employment opportunity and anti-discrimination legislation

### Staff orientation and induction

- Youth Solutions provides all new staff members with an orientation to the organisation and their roles and responsibilities as per the documented procedure for staff induction

### Staff supervision, development and training

- Youth Solutions conducts regular supervision and provides skill development opportunities for staff members

### Volunteers

- Youth Solutions implements processes for ensuring volunteers have the appropriate skills, competence

### Workplace policies

- Youth Solutions creates and maintains a fair, positive, productive work environment which enables staff to contribute to their maximum potential

### **Document control**

*Please note this document is uncontrolled when printed.*

<i>Policy</i>	<b>Volunteer Program</b>	<i>Effective date</i>	<b>July 2015</b>
<i>Responsibility</i>	<b>CEO or designate</b>	<i>Approved by</i>	<b>Board</b>
		<i>Review date</i>	<b>Refer to register</b>

### **Record of policy review**

<i>Reviewed</i>	<i>Reason for review</i>	<i>Reviewed by</i>	<i>Additional comments</i>
August 2009	Preparation for Self-Assessment	Debbie Roberts	
March 2011	Preparation of External Review	Sue Willoughby	
September 2013	Add new volunteer groups	Brooke Manzione	
October 2014	Due for review	Amanda Partridge	
April 2015	Preparation for external review	Lauren Ognenovski	
February 2016	Inclusion of Peer Educators as volunteers	Karen Yuen	
August 2017	Due for review	Amanda Dillon	
February 2018	Added detail for resignation and termination	Geraldine Dean	
February 2019	Added process for individuals who are not accepted as volunteers	Karen Yuen	
April 2019	Review of policy + changes made to: <ul style="list-style-type: none"> <li>• Amended information to reflect current staff roles</li> <li>• Incorporate guidelines for promotion of volunteering opportunities</li> <li>• Update Volunteering Australia principles</li> </ul>	Amanda Dillon	