



# **Volunteer Management Policy**

**Template taken from Sport BC on behalf of the Provincial Sport Organizations  
Current Version: September 2003**

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## **Volunteer Management Policy for Paddle Alberta Society**

### **A. Planning**

#### **1.0 Value of Volunteers**

1.1 Paddle Alberta has adopted the Canadian Code of Volunteer Involvement (see Appendix one) and therefore relies on the efforts of volunteers to provide its services and support its mandate. We value their involvement and appreciate their hard work. Volunteers have a right to be treated respectfully and with sensitivity to their particular strengths, capabilities, limitations and needs.

#### **2.0 Purpose of volunteer program**

- 2.1 The volunteer program empowers volunteers, ensures their effectiveness and provides appropriate recognition to them in exchange for their time, talents and skills. The volunteer program provides volunteers with the skills needed to perform their duties.

### **3.0 Screening Standards**

- 3.1 To ensure a mutually beneficial experience for volunteers and the organization and the safety of participants, all potential volunteers will be screened before they can be accepted and placed within the organization. Ongoing screening through supervision, evaluation and feedback ensures high standards in our volunteer program. Specific screening procedures, including implementation procedures for recurring volunteers, will be dependent on the particular position and will be outlined in the position's Terms of Reference (see Appendix two).
- 3.2 Any volunteer who is deemed unsuitable, or for whom there isn't a match may not be placed or may be referred to a more appropriate placement.
- 3.3 Records of the screening measures will be maintained in the volunteer's personal file.

### **4.0 Insurance**

- 4.1 Liability and accident insurance have been purchased for all volunteers engaged in activity for the organization. The organization does not guarantee that coverage will be applicable or sufficient in all situations. Volunteers may wish to contact Paddle Alberta or their personal insurance carrier for further information.

## **B. Recruitment**

### **5.0 Wellness Health**

- 5.1 Paddle Alberta acknowledges its obligation to provide a safe environment for all volunteers, participants and staff. A volunteer who cannot carry out regular duties effectively or safely may be (temporarily) reassigned until other work is available or (temporarily) suspended from his/her volunteer duties.
- 5.2 Paddle Alberta recognizes that persons with an (chronic) illness or disability may wish to engage in as many pursuits as their condition allows, including volunteer work. As long as these volunteers are able to meet the organization's performance standards and medical evidence indicates that their condition is not a threat to themselves and others, these volunteers are welcome in our organization.

5.3 Paddle Alberta will treat all health information confidentially and will only disclose information about a volunteer's health status where there is informed consent from the volunteer or a legal obligation to do so.

5.4 Prior to acceptance as a volunteer or, thereafter if required, volunteers may be requested to submit a written medical statement acceptable to Paddle Alberta attesting to their ability<sup>1</sup> to carry out their volunteer duties.

## **6.0 Term of Service**

6.1 All volunteer positions have a designated term of service, as defined in the position's Terms of Reference. Extensions or renewals of terms of service will be reviewed and discussed with volunteer and staff at the conclusion of the term of service.

## **7.0 Internal candidates**

7.1 Volunteers who wish to transfer from one program to another (or one position to another) if required, may undergo additional screening measures as outlined on the position Terms of Reference prior to starting in a new position.

## **8.0 Minors**

8.1 Volunteers under the age of 19 must provide a signed letter of consent from a parent or legal guardian, before undergoing certain screening measures<sup>2</sup>.

## **9.0 Application Form**

9.1 All potential volunteers must complete an Application Form and Authorization for Collection of Personal Material (see samples in Appendix three) prior to being considered for a position.

## **10.0 References**

10.1 All potential volunteers may be required to submit personal and/or professional references as part of the application form process prior to acceptance as a volunteer. Potential volunteers are requested to provide signed consent giving the organization permission to contact the provided references.

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<sup>1</sup> Abilities may refer to physical and/or emotional and/or psychological attributes

<sup>2</sup> Pertains to "High Risk" screening measures such as, but not limited to, written medical statements, high-risk interview questions, and in-home evaluations/visits.

- 10.2 A trained person will conduct the reference checks in accordance with the Reference Check procedures as detailed in the [Supervisor's handbook] (see sample questions in Appendix four).
- 10.3 If requested, the organization may provide a reference on behalf of the volunteer. Volunteers who leave the organization may request a letter of reference upon their departure.

## **11.0 Police Checks**

- 11.1 A police records check may be used as one of the screening tools. If required, potential volunteers must sign a consent form (see Appendix five) for requesting a police records check. Only relevant offences<sup>3</sup> found in the Identification Data Bank attainable through the Canadian Police Information Centre (CPIC) will be checked. Potential volunteers may also be screened for offences that occurred outside of Canada, which would be considered an indictable offence under the laws of Canada had the offence occurred in Canada. Refer to the Police Records Check Procedure (see Appendix six) as outlined in the [Volunteer Supervisor's handbook].

## **12.0 Interviewing**

- 12.1 As part of our organization's comprehensive screening program, all volunteers will be interviewed to determine suitability and interest for the position sought. Interviews will be conducted by a designated person or persons and may be conducted by volunteers and/or staff (see sample in Appendix seven).

## **13.0 Volunteer Unsuitability**

- 13.1 Our organization practices a fair and respectful selection process. Volunteers are assessed on their suitability for a placement within the organization. Paddle Alberta reserves the right to not accept a volunteer's services if there is not a suitable placement.
- 13.2 If a volunteer is not suitable for a placement within the organization, the administrator of volunteers will call or send a letter indicating that the organization does not have a position available.

## **14.0 Placement**

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<sup>3</sup> Sport Organizations should be aware that regular police records checks only review convictions. Searches can be done for charges, pardons and "police records" but additional paperwork must be completed by the applicant.

- 14.1 Only when the initial screening process has been satisfactorily concluded will the volunteer be notified of official acceptance.

## **C. Orientation and Training**

### **15.0 Code of conduct**

- 15.1 All volunteers are required to agree to be bound by the applicable volunteer code of conduct (see Appendix eight) and abide by the letter and spirit of the organization's policies.

### **16.0 Accountability / lines of communication**

- 16.1 Each volunteer assigned to a position has a volunteer or staff supervisor. The supervisor is responsible for day-to-day management and involving the volunteer in all relevant events and communications relating to their position, program or the organization as a whole.
- 16.2 If a volunteer has a concern regarding his/her supervisor or the flow of information he/she can bring this to the attention of another appropriate representative of the organization.

### **17.0 Authority**

- 17.1 Prior to any action or statement that might significantly affect or obligate the organization, volunteers should seek prior consultation and approval from appropriate staff or supervisor. These actions may include, but are not limited to, public statements to the media, lobbying efforts, collaborations or joint initiatives with other organizations, or any agreements involving legal, financial or contractual obligations.
- 17.2 Personal opinions expressed by volunteers of the organization that are not endorsed by the organization may not appear on official letterhead, nor be presented in such manner that it appears to represent the organization's opinion.

### **18.0 Absenteeism, leave of absence, substitution**

- 18.1 Volunteers are expected to perform their duties on a scheduled, punctual and reliable basis. When unable to meet their commitments, volunteers need to inform their supervisor as far in advance as possible so that alternate arrangements can be made.
- 18.2 Volunteers may request a fellow volunteer to substitute, provided this volunteer has been screened and trained for the same position. Prior approval of the coordinator of volunteers is required.

18.3 Volunteers who take a leave of absence of more than {3 months} may be rescreened conforming the current screening guidelines for new volunteers.

## **19.0 Car use**

19.1 Volunteers will only drive in an insured and properly maintained vehicle for Paddle Alberta events. Volunteers will at all times obey all traffic regulations<sup>4</sup> and abstain from driving under the influence of alcohol or drugs or under any other kind of impairment (health/exhaustion).

## **20.0 Confidentiality**

20.1 Volunteers are expected to respect and maintain the confidentiality of information about participants, volunteers and staff gained through the role or presence as a volunteer within our organization.

20.2 Information gained through the volunteer role within our organization is strictly confidential except under the following circumstances:

- There is a legal obligation for staff/volunteers to provide information when required to do so.
- There is an obligation for staff/volunteers to inform the appropriate authorities if there is reason to believe that the safety or well being of participants is at risk.
- Staff/volunteers are required to inform the organization and/or appropriate authorities if there is potential for danger to self or others.

## **21.0 Training**

21.1 Depending on the position, volunteers will receive training to carry out the responsibilities of their position. Training will provide the volunteer with specific knowledge, skills and support to perform their role effectively. Training opportunities are outlined in the position's Terms of Reference.

## **22.0 Grandparenting of new measures**

22.1 New policies or amendments to existing policies may be introduced that will affect all volunteers. Current volunteers will be informed of any changes in policies and explained how to comply with the new policies.

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<sup>4</sup> If driving children: By law, drivers must ensure that all infants and children are properly secured in certified child restraint systems. Never place a child or an infant restraint in front of an air bag. All children under 12 should be properly restrained in the back seat of the vehicle.

## **D. Supervision**

### **23.0 Reporting obligations**

23.1 Accidents, injuries and hazards must be reported immediately and a Critical Incident Form (see Appendix nine) completed and submitted to your supervisor. Incidents include violence, theft, inappropriate behaviour, abuse or any (potentially) unsafe situation.

### **24.0 Discipline**

24.1 Volunteers who fail to adhere to the policies and procedures of the organization may face disciplinary action, including dismissal.

24.2 The organization believes in fairness and openness and volunteers can expect a commitment to resolving conflict and receiving supportive and constructive criticism. If disciplinary action is required, refer to our Dispute Resolution and Harassment Policies online.

### **25.0 Immediate Dismissal**

25.1 The organization values a collaborative work environment and will attempt to respectfully resolve conflict or problem situations. However, our priorities are the safety and well being of our participants, volunteers and staff and the integrity of the organization. If a volunteer commits a dangerous or harmful act, he/she may be dismissed immediately and without warning.

25.2 Grounds for immediate dismissal may include (but are not limited to):

- Gross misconduct or insubordination
- Committing a criminal offence (theft, assault, vandalism, etc.)
- Acts of abuse, mistreatment or violence
- Being under the influence of alcohol or drugs

## **E. Evaluation**

### **26.0 Evaluation Process**

26.1 Evaluation is an important part of improving the services of Paddle Alberta. The organization utilizes a systematic and objective evaluation process for all staff and may use it for some volunteer positions.

26.2 Paddle Alberta has the right to regularly monitor and evaluate the work performance of volunteers. Volunteers have the right to regular feedback and evaluation on their work assignments.



- 26.3 Evaluations take place at least once a year for staff by the Personal Committee. Evaluations are carried out by the staff or volunteer supervisor and conducted one on one for volunteers if needed. Other formats such as participant surveys may also be conducted.
- 26.4 If disagreement over the outcome of the evaluation exists, volunteers can address a complaint to the organization.

## Appendix One

### Canadian Code for Volunteer Involvement<sup>i</sup>

#### VALUES FOR VOLUNTEER INVOLVEMENT

**Volunteer involvement is vital to a just and democratic society.**  
It fosters civic responsibility, participation and interaction.

**Volunteer involvement strengthens communities.**  
It promotes change and development by identifying and responding to community needs.

**Volunteer involvement mutually benefits both the volunteer and the organization.**  
It increases the capacity of organizations to accomplish their goals, and provides volunteers with opportunities to develop and contribute.

**Volunteer involvement is based on relationships.**  
Volunteers are expected to act with integrity and be respectful and responsive to other with whom they interact.

#### GUIDING PRINCIPLES FOR VOLUNTEER INVOLVEMENT

**Volunteer organizations recognize that volunteers are a vital human resource and will commit to the appropriate infrastructure to support volunteers.**  
The organizations' practices ensure effective volunteer involvement. The organization commits to providing a safe and supportive environment for volunteers.

**Volunteers make a contribution and are accountable to the organization.**  
Volunteers will act with respect for beneficiaries and community. Volunteers will act responsible and with integrity.

## **ORGANIZATION STANDARDS FOR VOLUNTEER INVOLVEMENT**

The boards of directors and senior management acknowledge and support the vital role of volunteers in achieving the organization's purpose or mission.

Policies and procedures are adopted by the organization to provide a framework that defines and supports the involvement of volunteers.

A qualified person is designated to be responsible for the volunteer program.

A clearly communicated screening process is consistently applied.

Volunteer assignments address the purpose of the organization and involve volunteers in meaningful ways – reflecting their various abilities, needs and backgrounds.

Volunteer recruitment and selection reaches out to diverse sources of volunteers.

Volunteers receive an orientation to the organization, its policies and procedures, and receive training for their volunteer assignment.

Volunteers receive appropriate levels of supervision according to their task and are given regular opportunities to receive and give feedback.

Volunteers are welcomed and treated as valuable and integral members of the organization's human resources.

The contributions of volunteers are regularly acknowledges with formal and informal recognition methods.

## Appendix Two

### Volunteer Application Form<sup>ii</sup>

\* Please list relevant information related to the volunteer position

Legal Surname: \_\_\_\_\_

Legal First Name: \_\_\_\_\_

Position Applying for: \_\_\_\_\_

Address: \_\_\_\_\_

\_\_\_\_\_

Residential Telephone: \_\_\_\_\_ Bus. Telephone: \_\_\_\_\_

Fax: \_\_\_\_\_ Email: \_\_\_\_\_

Occupation & Employer: \_\_\_\_\_

Employment Experience: \_\_\_\_\_

\_\_\_\_\_

Volunteer Experience: \_\_\_\_\_

\_\_\_\_\_

Interests, hobbies: \_\_\_\_\_

Special Skills, languages: \_\_\_\_\_

Formal Certification (e.g. NCCP, First Aid): \_\_\_\_\_

\_\_\_\_\_

How did you hear about this organization? \_\_\_\_\_

\_\_\_\_\_

Names and telephone numbers of references:

Former adult age players or parents: \_\_\_\_\_

Employment related: \_\_\_\_\_

Volunteer related: \_\_\_\_\_

Family &/or friend: \_\_\_\_\_

What are some of your future goals in the recreation or sport field? \_\_\_\_\_

\_\_\_\_\_

**Providing false or misleading information may prevent you from getting this position, or if discovered later, be cause for dismissal or disciplinary action.**



## Appendix Three

### Reference Check Questions<sup>iv</sup>

Can be used for telephone, person-to-person, e-mail.

#### **To start**

- Identify yourself and your organization
- Verify that you are speaking to the person named as a reference.
- Tell the person that (name of applicant) gave you permission to call for a reference and that you will keep the conversation confidential.
- Ask if this particular time is suitable and indicate how long the conversation will take.
- Explain what the applicant would be doing for your organization and the participant group they would be working with.

#### Sample Introduction Script

Hello, my name is \_\_\_\_\_ and I am calling on behalf of (name of organization).  
(Name of applicant) has applied to be a volunteer with us doing \_\_\_\_\_.  
Your name has been provided as a reference.  
Do you have a few minutes to answer some questions?

#### **Sample Questions** (To be adapted to the specific job requirements)

- How long have you known the applicant?
- In what capacity do you know him or her?
- Would you say that you know the individual well? Slightly?
- What is your current relationship to the applicant?
- Describe your experience with the applicant?
- How would you describe the personality and temperament of this person?
- What do you remember most about this person – good? bad?
- How did the individual handle her or himself in your organization?
- Please comment if possible on the following traits. How much or how little does this individual exhibit these traits?
  - dependability
  - trustworthiness
  - honesty
  - social skills
  - initiative
  - assertiveness
  - perseverance
  - patience
  - ability to deal with stress

respect for others  
leadership qualities  
role model for others  
emotional stability  
tolerance of differences  
ability to follow through on commitment

- Has the person ever demonstrated any characteristic of temperament or personality that you believe would cause a problem if she/he were to take this position?
- Has a child ever complained about the conduct of this individual? If so, what was the nature of the complaint?
- Has a parent ever complained about the conduct of this individual? If so, what was the nature of the complaint?
- Would you be willing for this person to work on a one-on-one basis with your child?
- Does this individual promote and exhibit fair play practices? Give some specific examples.
- How well does this person work on their own? As part of a team?
- What would identify as this individual's strengths? Weaknesses?
- Would you recommend this individual to our organization?

### **Sample Organization-Specific Questions**

- 1) It is important that our volunteers are reliable.  
Tell me about your experiences with (name of applicant) in regard to reliability.
- 2) What are (name of applicant's) strengths and weaknesses in regard to *coaching people with disabilities*?
- 3) It is important to us that (name of organization)'s volunteers are comfortable with being (supervised or are able to work independently with little or no supervision).  
What is your experience with (name of applicant's) ability to accept (being supervised or working independently)?
- 4) This volunteer position requires handling many tasks at once and can be stressful at times. How does (name of applicant) deal with stressful situations?

## Sample Interview Questions<sup>v</sup>

### “Low Risk” Volunteer Positions

Open-ended questions cannot usually be answered by a brief response, such as “yes” or “no”. Rather, they are questions that require an explanation that is more useful in obtaining information about the applicant.

Some sample interview questions follow:

- What interests you about this position?
- What type of supervision do you like to receive?
- How will this volunteer position fit with your current employment?
- Describe a situation at any work environment in which you were faced with conflict. How did you deal with it?
- What interests you about this volunteer work?
- What have you enjoyed most/least about previous volunteer positions?
- Describe a strength you bring to this position.
- What experience do you have working with people with special needs?
- What is your sport/coaching experience?
- What specific skills do you bring? (NCCP, First Aid)



## Appendix Four

### Critical Incident Form

Volunteers will report any incident, accidents, injuries or hazards where there was any risk to personal or property safety, or which might lead to a claim against Sport BC's insurance policies including violence, theft, inappropriate behaviour, abuse or any potentially unsafe situation to the supervisor immediately and by completing of the following information:

Date: \_\_\_\_\_ Time: \_\_\_\_\_

Name of person completing report: \_\_\_\_\_

Title: \_\_\_\_\_ Telephone number: \_\_\_\_\_

Location of incident: \_\_\_\_\_

Description of incident:

If applicable, describe the nature/extent of injury or property damage:

Name and contact information of person(s) involved:

## Appendix Five Volunteer Position Feedback and Evaluation Form<sup>vi</sup>

Name of Volunteer: \_\_\_\_\_

Period covered: \_\_\_\_\_

Position: \_\_\_\_\_

Date: \_\_\_\_\_

### 1. Position Goals

		Not met		satisfactory		superior
1.	_____	1	2	3	4	5
2.	_____	1	2	3	4	5
3.	_____	1	2	3	4	5
4.	_____	1	2	3	4	5
5.	_____	1	2	3	4	5

### 2. Work Relationships

		needs improvement		satisfactory		excellent
a.	Relations with other volunteers	1	2	3	4	5
b.	Relations with staff	1	2	3	4	5
c.	Relations with athletes	1	2	3	4	5
d.	Meeting commitments on hours and task deadlines	1	2	3	4	5
e.	Initiative	1	2	3	4	5
f.	Flexibility	1	2	3	4	5

3. Comments from Minor Director regarding above areas:

4. Comments by volunteer regarding above areas:

5. Most significant achievement during period of evaluation:

**Volunteer Position Feedback and Evaluation Form page 2**

6. Major areas in which improvements, change or further training would be desirable with description of suggested course of action.

7. Overall how does the volunteer feel about remaining in the position? What change in nature of responsibilities or procedures would improve the ability of the volunteer to contribute to the Softball BC?

8. What are the major goals for the volunteer to accomplish in their position between now and the next evaluation period?

- 1. \_\_\_\_\_  
\_\_\_\_\_
- 2. \_\_\_\_\_  
\_\_\_\_\_
- 3. \_\_\_\_\_  
\_\_\_\_\_
- 4. \_\_\_\_\_  
\_\_\_\_\_
- 5. \_\_\_\_\_  
\_\_\_\_\_

9. Scheduled date of next evaluation:

*Signatures:*

Supervisor: \_\_\_\_\_ Date: \_\_\_\_\_

Volunteer (optional): \_\_\_\_\_ Date: \_\_\_\_\_

## **Endnotes**

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<sup>i</sup> Canadian Code for Volunteer Involvement

<sup>ii</sup> Adapted from “Volunteer Screening Model” Ministry of Community, Aboriginal & Women’s Services

<sup>iii</sup> From Volunteer Canada’s Safe Steps: A Volunteer Screening Process for Recreation & Sport

<sup>iv</sup> Adapted from Safe Steps: A Volunteer Screening Process for Recreation and Sport, 1998 © Volunteer Canada, and Sport Nova Scotia in M.A.R.S. Making All Communities Safe, Community Mobilization Toolkit, January 2002

<sup>v</sup> From Overview of Volunteer Management © Volunteer Vancouver & AVRBC

<sup>vi</sup> Excerpted from Volunteer Vancouver’s “Volunteer Management” S:\Communications Manager\Harassment SportSafe\Screening\templates\9. Supervision & Evaluation\Volunteer position Feedback.doc. McCurley & Lynch