



<b>NCC Volunteer Management Policy</b>	
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### 1.0 Purpose

The purpose of this policy is to provide overall guidance and direction to staff and volunteers with regards to volunteer work carried out on behalf of the New Canadians Centre (NCC).



## 2.0 Scope

Unless specifically stated, these policies apply to all volunteers engaged in any activity of the NCC, at any location, including virtual settings. This policy does not apply to members of the Board of Directors while they are carrying out governance-related activities.

These policies are intended for internal management guidance only, and do not constitute, either implicitly or explicitly, a binding contractual or personnel agreement between NCC and any individual doing work for NCC on a voluntary basis.

## 3.0 Definitions

**Volunteer:** A 'volunteer' is anyone who, without compensation or expectation of compensation beyond reimbursement, performs a task at the direction of and on behalf of the NCC. Only individuals who are officially accepted and enrolled by the NCC are considered volunteers. Volunteers for NCC will be aged 14 or older. Applications from individuals younger than age 14 will be considered on an exceptional and case-by-case basis.

**Event/occasional volunteers:** For specific activities, the NCC recruits and engages individuals for a specific one-time event or activity; generally these volunteers do not interact directly with clients but rather perform such tasks as collecting donations of goods, setting up or assisting with special events, transporting items. By the nature of the task and level of assessed risk, these volunteers do not require a full application and review process by the Volunteer Administrator. Basic contact information and a meeting to review roles, responsibilities, task description and expectations is required.

**Special Case Volunteers:** The NCC also accepts as volunteers individuals participating in student community service activities, student intern projects, alternative sentencing or diversion programs, corporate volunteer programs, and other volunteer referral programs. In each of these cases, however, a special agreement must be in effect with the organization, school, or program from whom the special case volunteers originate and must identify responsibility for management and care of the volunteers.

**Board of Directors:** While members of the NCC's Board of Directors are considered volunteers, the rights, responsibilities and procedures relating to Board Members are outlined in legislation, NCC's bylaws and other governance-related policies and procedures. Board members may volunteer separately in non-governance activities of NCC, in which cases this Volunteer Policy will be applicable.

## 4.0 Policy Statement

The achievement of the goals of the NCC is best served by the active participation of members of the community. To this end, the NCC accepts and encourages the involvement of volunteers at all levels of the NCC and within all appropriate programs and activities. All staff are encouraged to assist in the creation of meaningful and productive roles in which volunteers might serve and to assist in recruitment of volunteers from the community.

Volunteers may be utilized in all programs and activities of the NCC, and serve at all levels of skill and decision-making. Volunteers should not, however, be utilized to displace any paid employees from their positions.



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## **Volunteer Rights and Responsibilities**

Volunteers are viewed as a valuable resource to NCC, its staff, and its clients. Volunteers shall be extended the right to be given meaningful assignments, the right to effective supervision, the right to full involvement and participation, and the right to recognition for work done.

In return, volunteers shall agree to actively perform their duties to the best of their abilities, to abide by all NCC policies and procedures, to communicate proactively about their needs and expectations, and to remain loyal to the goals and procedures of the NCC.

## **Service at the Discretion of the NCC**

The NCC accepts the service of all volunteers with the understanding that such service is at the sole discretion of the NCC. Volunteers agree that the NCC may at any time, for whatever reason, decide to terminate the volunteer's relationship with the NCC.

NCC may at any time, for whatever reason, decide to sever the volunteer's relationship with the NCC. Notice of such a decision should be communicated as soon as possible to the volunteer and to the Volunteer Administrator.

## **Employees and Family Members as Volunteers**

The NCC does not accept the services of staff as volunteers. Family members of staff are allowed to volunteer with the NCC, subject to conflict of interest considerations.

## **Clients and Clients' Relatives as Volunteers**

NCC clients may be accepted as volunteers, where such service does not constitute an obstruction to or conflict with provision of services to the client or to others. Relatives of clients may also serve as volunteers, but will not be placed in a position of direct service or relationship to members of their family who are receiving services.

## **5.0 Procedures**

### **5.1 Volunteer Management Procedures**

#### **5.1.1 Maintenance of Records**

A system of records is to be maintained on each volunteer with the NCC, including dates of service, positions held, duties performed, evaluation of work, and awards received. Volunteers and appropriate staff shall be responsible for submitting all appropriate records and information to the Volunteer Administrator in a timely and accurate fashion.

As noted in the NCC Protection of Privacy Policy: The personal information of volunteers shall be treated in a like manner to paid employee information and kept confidential, including consent to share requirements. A consent to share statement will be included on the volunteer application form. The Volunteer Administrator will ensure verbal or written confirmation in sharing contact information for the purposes of day-to-day volunteer work (e.g. Sharing contact information among refugee support team members).



### 5.1.2 Conflict of Interest

Individuals who have a conflict of interest with any activity or program of the NCC, whether personal, philosophical, or financial shall make their situation known to NCC. Their application to volunteer will be reviewed on a case by case basis, and may be directed to certain restricted roles or not be accepted to serve as a volunteer with the NCC.

### 5.1.3 Representation of the NCC

Volunteers are authorized to act as representatives of the NCC as specifically indicated within their job descriptions and only to the extent of such written specifications.

### 5.1.4 Confidentiality

Volunteers are bound by the NCC Protection of Information policies and are responsible for maintaining the confidentiality of all proprietary or privileged information to which they are exposed while serving as a volunteer, whether this information involves a single staff, volunteer, client, or other person or involves overall NCC business.

Failure to maintain confidentiality may result in termination of the volunteer's relationship with the NCC or other corrective action.

### 5.1.5 Dress Code

NCC respects cultural and religious differences in dress. Volunteers are expected to use good judgment and to show courtesy to their co-workers by dressing in a manner that is presentable and appropriate to a business casual or business environment, depending on the nature of their work.

## 5.2 Volunteer Recruitment and Selection

### 5.2.1 Position Descriptions

Volunteer, just as paid staff, require a clear, complete, and current description of the duties and responsibilities of the position which they are expected to fill. Prior to any volunteer assignment or recruitment effort, a position description must be developed for each type of volunteer position. Position descriptions will be reviewed and updated as needed, or whenever the work involved in the position changes substantially.

### 5.2.2 Staff Requests for Volunteers

Requests for volunteers shall be directed to the Volunteer Administrator who will be responsible to recruit, screen and assign volunteers as appropriate. While staff are encouraged to make suggestions regarding potential volunteers, the Volunteer Administrator is responsible to make contact and follow through with regular volunteer procedures.

### 5.2.3 Recruitment

Volunteers shall be recruited by the NCC on a pro-active basis, with the intent of broadening and expanding the volunteer involvement of the community. Volunteers shall be recruited in a manner consistent with NCC's anti-racism anti-oppression and other relevant policies. The sole qualification for volunteer recruitment shall be suitability to perform a task on behalf of the NCC. Volunteers may be recruited through



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either an interest in specific functions or through a general interest in volunteering which will later be matched with a specific function.

#### 5.2.4 Recruitment of Minors

Volunteers under the age of 14 must have the written consent of a parent or guardian prior to volunteering.

#### 5.2.5 Interviewing

Prior to being assigned or appointed to a position, all volunteers will be interviewed to ascertain their suitability for and interest in that position. The interview will determine the qualifications of the volunteer, their commitment to fulfill the requirements of the position, and answer any questions that the volunteer might have about the position. Interviews may be conducted either in person, by telephone or through online video meeting.

#### 5.2.6 Criminal Records Check

As appropriate for the protection of clients, with the exception of event/occasional volunteers, as part of the application process volunteers are required to submit to a criminal record check, including vulnerable sector, conducted within the last 3 months. After a lapse of service of one year or longer, volunteers are required to re-submit a criminal record check current within the last 3 months.

Volunteers who do not agree to the background check may be refused assignment.

#### 5.2.7 Placement with At Risk Clients

Where volunteers are to be placed in direct contact with at risk clients (including children), additional screening procedures may be instituted. These procedures may include reference checks, direct background investigation, criminal investigation, etc. Volunteers who refuse permission for conduct of these checks will not be accepted for placement with clients.

### 5.3 Volunteer Placement

In placing a volunteer in a position, attention shall be paid to the interests and capabilities of the volunteer and to the requirements of the volunteer position. No placement shall be made unless the requirements of both the volunteer and the supervising staff can be met: no volunteer should be assigned to a 'make-work' position and no position should be given to an unqualified or uninterested volunteer.

#### 5.3.1 Acceptance and Appointment

Service as a volunteer with the NCC shall begin with an official notice of acceptance or appointment to a volunteer position. Notice may only be given by an authorized representative of the NCC, who will normally be the Volunteer Administrator. No volunteer shall begin performance of any position until they have been officially accepted for that position and have completed all necessary screening and paperwork. At the time of final acceptance, each volunteer shall complete all necessary enrollment paperwork and shall receive a copy of their job description and agreement of service with the NCC.

#### 5.3.2 Professional Services



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Volunteers shall not perform professional services for which certification or licensing is required unless currently certified or licensed to do so. A copy of such certificate or license should be maintained by the Volunteer Administrator.

#### 5.3.3 Length of Service

All volunteer positions shall have a set term of duration. It is highly recommended that this term shall not be longer than one-year, with an option for renewal at the discretion of both parties.

### 5.4. Volunteer Training and Development

#### 5.4.1 Orientation

All volunteers will receive a general orientation on the nature and purpose of the NCC, an orientation on the nature and operation of the program or activity for which they are recruited, and a specific orientation on the purposes and requirements of the position which they are accepting in that effort. NCC volunteers are also required to participate in anti-racism and/or anti-oppression training as part of their recruitment and placement process.

#### 5.4.2 On-the-Job Training

Volunteers will receive specific on-the-job training to provide them with the information and skills necessary to perform their volunteer assignment. The timing and methods for delivery of such training should be appropriate to the complexity and demands of the position and the capabilities of the volunteer.

Staff who are in a supervisory capacity to volunteers shall have primary responsibility for design and delivery of on-the-job training to volunteers assigned to them.

#### 5.4.3 Continuing Education

Additional training and educational opportunities may be made available to volunteers during their connection with the NCC. This continuing education may include both additional information on performance of their current volunteer assignment as well as more general information, and might be provided either by the NCC or by assisting the volunteer to participate in educational programs provided by other groups.

#### 5.4.4 Conference Attendance

Volunteers are authorized to attend conferences and meetings which are relevant to their volunteer assignments, including both those of the NCC and of other organization. Prior approval from the volunteer's supervisor should be obtained before attending any conference or meeting if attendance will interfere with the volunteer's work schedule or if reimbursement of expenses is sought.

### 5.5. Volunteer Supervision

#### 5.5.1 Requirement of a Supervisor

Each volunteer who is accepted to a position with the NCC must have a clearly identified supervisor who is responsible for direct management of that volunteer. This supervisor, who may be the Volunteer



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Administrator or other member of staff, shall be responsible for day-to-day management and guidance of the work of the volunteer, and shall be available to the volunteer for consultation and assistance.

Staff who are supervising volunteers are responsible for maintaining regular communication with the Volunteer Administrator on the status of volunteers, and are responsible for the timely provision of all necessary paperwork. The Volunteer Administrator should be informed immediately of any substantial change in the work or status of a volunteer and should be consulted in advance before any corrective action is taken.

#### 5.5.2 Volunteers as Volunteer Supervisors

A volunteer may act as a supervisor of other volunteers, provided that the supervising volunteer is under the direct supervision of a paid staff member.

#### 5.5.3 Volunteer/Staff Relationships

Since individual staff are in a better position to determine the requirements of their work and their own abilities, no volunteer will be assigned to work with a staff person without the consent of that staff person. Since volunteers are considered a valuable resource in performing the NCC's work, staff are encouraged to seriously consider creative ways in which volunteers might be of service and to consult with the Volunteer Administrator if they feel in need of assistance or additional training.

Volunteers and staff are considered to be partners in implementing the mission and programs of the NCC, with each having a role to play. It is essential for the proper operation of this relationship that each partner understand and respect the needs, abilities and responsibilities of the other.

#### 5.5.4 Lines of Communication

Volunteers are entitled to all necessary information pertinent to the performance of their work assignments. Accordingly, volunteers should be included in and have access to all appropriate memos, materials, and meetings relevant to the work assignments. Primary responsibility for ensuring that the volunteer receives such information will rest with the direct supervisor of the volunteer.

Lines of communication should operate in both directions, and should exist both formally and informally.

#### 5.5.5 Absenteeism

If expecting to be absent from a scheduled duty, volunteers should inform their staff supervisor or Volunteer Administrator as far in advance as possible so that alternative arrangements may be made. Continual absenteeism will result in a review of the volunteer's work assignment or term of service.

### 5.6 Volunteer Evaluation

#### 5.6.1 Standards of Performance

Standards of performance shall be established for each volunteer position to a level appropriate to the position. These standards may include the work to be done in that position, measurable indicators of whether the work was accomplished, and appropriate timelines for accomplishment of the work. Creation of these standards will be a joint function of staff or Volunteer Administrator and the volunteer assigned to the position, and a copy of the standards should be provided to the volunteer along with a copy of their job description at the beginning of their assignment.



## 5.6.2 Evaluations

Volunteers shall receive periodic performance reviews or evaluations by the Volunteer Administrator. The evaluation session is utilized to review the performance of the volunteer, to suggest any changes in work style, to seek suggestions from the volunteer on means of enhancing the volunteer's relationship with the NCC, to convey appreciation to the volunteer, and to ascertain the continued interest of the volunteer in serving in that position.

Evaluations should include both an examination of the volunteer's performance of position responsibilities and a discussion of any suggestions that the volunteer may have concerning the position or project with which the volunteer is connected.

The evaluation session is an opportunity for both the volunteer and the NCC to examine and improve their relationship. Input from the supervisory staff person should be included in the evaluation. A written record should be kept of each evaluation session.

## 5.6.3 Corrective Action

In appropriate situations, corrective action may be taken following an evaluation. Examples of corrective action include the requirement of additional training, re-assignment of a volunteer to a new position, suspension of the volunteer, or dismissal from volunteer service.

## 5.6.4 Concerns and Grievances

Decisions involving corrective action of a volunteer may be reviewed for appropriateness. If corrective action is taken, the affected volunteer shall be informed of the procedures for expressing their concern or grievance.

## 5.7 Volunteer Departure/End of Service

### 5.7.1 Resignation

Volunteers may resign from their volunteer service with the NCC at any time. It is requested that volunteers who intend to resign provide advance notice of their departure and a reason for their decision.

### 5.7.2 Dismissal of a Volunteer

Volunteers who do not adhere to the policies and procedures of the NCC or who fail to satisfactorily perform their volunteer assignment are subject to dismissal.

Possible grounds for dismissal may include, but are not limited to, the following: gross misconduct or insubordination, being under the influence of alcohol or drugs, theft of property or misuse of NCC equipment or materials, abuse or mistreatment of clients or co-workers, failure to abide by NCC policies and procedures, failure to meet physical or mental standards of performance, and failure to satisfactorily perform assigned duties.

No volunteer will be terminated until the volunteer has had an opportunity to discuss the reasons for possible dismissal with supervisory staff. Prior to dismissal of a volunteer, staff should seek the consultation and assistance of the Volunteer Administrator.





### 5.7.3 Notice of Departure or Re-Assignment of a Volunteer

In the event that a volunteer departs the NCC, whether voluntarily or involuntarily, or is re-assigned to a new position, it shall be the responsibility of the Volunteer Administrator to inform those affected staff and clients that the volunteer is no longer assigned to work with them. In cases of dismissal for cause, this notification should be given in writing and should clearly indicate that any further contact with the volunteer is outside any scope of relationship with the NCC.

### 5.7.4 Exit Interviews

Exit interviews, where possible, should be conducted by the Volunteer Administrator with volunteers who are leaving their positions. The interview should ascertain why the volunteer is leaving the position, suggestions the volunteer may have to improving the position, and the possibility of involving the volunteer in some other capacity with the NCC.

## 5.6. Volunteer Support and Recognition

### 5.6.1 Reimbursement of Expenses

Volunteers are eligible for reimbursement of reasonable expenses incurred while undertaking business for the NCC. The Volunteer Administrator shall distribute information to all volunteers regarding specific reimbursable items. Prior approval must be sought for any expenditure.

### 5.6.2 Access to NCC Property and Materials

As appropriate, volunteers shall have access to NCC property and materials necessary to fulfill their duties, and shall receive training in the operation of any equipment. Property and materials shall be utilized only when directly required for NCC purposes.

### 5.6.3 Insurance

NCC volunteers are covered for accidental injury while on NCC business by the NCC Blanket Accident Insurance Policy. The Volunteer Administrator will provide further details to volunteers upon request.

### 5.6.4 Recognition

The Volunteer Administrator is responsible to ensure appropriate formal and informal recognition of volunteers. Possible options for recognition may include an annual volunteer recognition event, thank you cards, or small tokens of appreciation. General recognition of the role of volunteers in the success of the NCC will also be highlighted on an annual basis through such means as the annual report, volunteer recognition event or other similar activities.

### 5.6.5 Volunteer Career Paths

Volunteers are encouraged to grow and develop their skills while serving with the NCC, and are to be assisted through promotion to new volunteer jobs to assume additional and greater responsibilities. If so desired by the volunteer, the NCC should assist the volunteer in maintaining appropriate records of volunteer experience that would assist the volunteer in future career opportunities, both paid and volunteer.

### 5.6.6 Evaluation of NCC Volunteer Utilization



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The Volunteer Administrator shall conduct an annual evaluation of the utilization of volunteers by the NCC. This evaluation shall include information gathered from volunteers, staff, and clients.

## 6.0 Related Policies

Protection of Information  
Anti-Racism and Anti-Oppression Policy  
Health and Safety Policy  
Conflict of Interest  
Whistleblower

## 7.0 History

Effective Date	Revisions Made:
November 29, 2021	First version of new policy passed by Board November 25, 2021