iNTEGRIS GROUP
SERVICES

Policy Assessment

Sample Policy Status Report

Provided for: Example Client

Policy Assessment

Volunteer Management Policy

Policy Purpose

Establish consistent requirements for the recruitment, induction, supervision and management of volunteers.

Policy Scope

All volunteers, managers, coordinators and workers responsible for engaging or supervising volunteers.

Policy No.	Policy Owner	Version No.	Version Date	Policy Type	Action
POL-014	People & Culture Manager	2.0	August 2026	Operational	Revision Required

ASSESSMENT OUTCOME

INDICATOR	RESULT	OUTCOME
1. Policy Purpose & Scope	10 / 12	Meets Expectations
2. Compliance & Obligation Coverage	8 / 12	Partially Met / Improvement Required
3. Practicality & Operational Applicability	10 / 14	Meets Expectations
4. Clarity & Usability	9 / 14	Partially Met / Improvement Required
5. Governance & Accountability	7 / 12	Partially Met / Improvement Required
6. Control Effectiveness & Proportionality	8 / 12	Partially Met / Improvement Required
7. Enforceability & Consistency	6 / 12	Partially Met / Improvement Required
8. Internal Consistency & Cross-Policy Alignment	5 / 10	Partially Met / Improvement Required
9. Supporting Process & Implementation Support	5 / 10	Partially Met / Improvement Required
10. Monitoring, Assurance & Measurability	5 / 10	Partially Met / Improvement Required
11. Document Quality & Maintenance	7 / 10	Partially Met / Improvement Required
12. Change Management & Adoption Readiness	3 / 6	Partially Met / Improvement Required

OVERALL STATUS

REQUIRES REVISION

Material gaps or weaknesses identified

SCORE SUMMARY

TOTAL SCORE
84 / 134

PERCENTAGE ACHIEVED
62.7%

ASSESSMENT STATUS
MATERIAL GAPS

STATUS DEFINITIONS

- **Fully Effective:** Fit-for-purpose and compliant with requirements.
- **Improvement Opportunities:** Fundamentally sound with some improvement opportunities
- **Requires Revision:** Material gaps or weaknesses identified
- **Significant Revision:** Major deficiencies impacting usability, governance, or compliance
- **Critical Issues Identified:** High-risk compliance, governance, or operational concerns requiring urgent remediation

STRENGTHS

- Clearly establishes the purpose and intended application of volunteer management requirements
- Provides baseline expectations for recruitment, induction and volunteer conduct
- Recognises the need for supervision and appropriate volunteer support
- Includes core confidentiality and behavioural expectations

RISKS

- Inconsistent screening may result in unsuitable volunteers being engaged
- Unclear supervision requirements may lead to inconsistent oversight across programs
- Limited escalation pathways may delay management of conduct or safety concerns
- Weak recordkeeping controls may reduce evidence of screening, induction and training compliance

GAPS

- Screening requirements are not clearly linked to volunteer role or risk
- Responsibilities for recruitment, supervision and escalation are not fully assigned
- Minimum induction and refresher training requirements are not defined
- Volunteer misconduct, suspension and cessation processes require greater clarity

OPPORTUNITIES

- Introduce risk-based screening requirements for volunteer roles
- Define minimum induction, refresher training and acknowledgement requirements
- Establish clear supervision and escalation responsibilities
- Standardise volunteer records and evidence requirements

RELATED DOCUMENTS

- Recruitment, Screening and Suitability Policy
- Code of Conduct
- Child Safety Policy
- Work Health and Safety Policy
- Privacy and Confidentiality Policy
- Incident Management Policy
- Induction Procedure
- Complaints Management Procedure
- Records Management Policy
- Volunteer Induction Checklist

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IMPLEMENTATION ACTIONS

Summary of Policy Revision Recommendations

Retain the Volunteer Management Policy and undertake targeted revision. Preserve its existing recruitment, induction, supervision and conduct requirements while strengthening risk-based screening, governance, accountability, training, escalation, recordkeeping, monitoring and assurance arrangements.Detailed recruitment, screening, induction and volunteer administration processes should be maintained within supporting procedures, forms and operational tools.

LOW	Opportunity for improvement for consideration
MEDIUM	Can be addressed in next scheduled policy review
HIGH	Requires attention prior to next scheduled policy review
CRITICAL	Should be addressed immediately.

NO.	ASS'T REF	OBSERVATION	PRIORITY	RECOMMENDED ACTION
1	2.2, 6.2 and 9.1	Screening requirements are not consistently aligned to volunteer role or risk.	HIGH	Establish risk-based screening requirements, including appropriate police, working-with-children and reference checks.
2	3.3, 9.1 and 12.1	Minimum induction requirements and evidence of completion are not clearly defined.	HIGH	Define mandatory induction content, completion requirements and evidence-retention arrangements.
3	5.2, 7.1 and 8.1	Accountability between managers, volunteer coordinators and supervisors is unclear.	HIGH	Clearly assign responsibility for recruitment, approval, supervision, escalation and recordkeeping.
4	3.4, 6.4 and 7.2	Supervision requirements are not proportionate to the type or risk of volunteer activity.	HIGH	Establish supervision requirements based on activity risk, volunteer capability and participant vulnerability.
5	5.4, 7.4 and 9.3	Escalation arrangements for volunteer misconduct, safety concerns or inappropriate behaviour are incomplete.	HIGH	Define reporting, escalation, suspension and removal pathways, including alternative escalation arrangements.
6	6.5, 9.3 and 10.2	Volunteer records and supporting compliance evidence are not consistently defined.	HIGH	Establish minimum records covering screening, approvals, induction, training, acknowledgements and incidents.
7	4.3, 7.3 and 8.2	Some behavioural and supervision expectations rely on subjective terminology.	HIGH	Standardise mandatory language and provide practical examples and decision criteria.
8	2.3, 6.3 and 9.2	Requirements for volunteers working with children or vulnerable people are not sufficiently differentiated.	HIGH	Define enhanced controls for higher-risk volunteer roles and link these to safeguarding requirements.
9	5.5, 8.3 and 11.1	Policy ownership, approval and review responsibilities require greater clarity.	HIGH	Confirm policy ownership, approval authority, review responsibilities and event-driven review triggers.
10	8.2, 9.2 and 15.1	Cross-references to supporting policies and procedures are incomplete.	MEDIUM	Confirm related documents, align terminology and maintain detailed processes in supporting procedures.
11	10.1, 10.2 and 10.3	Assurance does not clearly cover screening, induction, training, incidents or volunteer participation.	MEDIUM	Monitor key volunteer-management indicators and report material issues and overdue actions.
12	11.3, 11.4 and 12.1	Document control and implementation support require improvement.	MEDIUM	Complete document-control requirements and provide role-based communication and refresher training.

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POLICY UPDATE RECOMMENDATION

Recommended Policy Structure and Coverage

The Volunteer Management Policy should remain the organisation's primary governance document for volunteer engagement and management. It should retain concise requirements for volunteer recruitment, induction, conduct and supervision while strengthening risk-based screening, governance, role accountability, escalation, recordkeeping, monitoring and assurance.

Detailed recruitment, screening, onboarding, incident management and records processes should remain within supporting procedures, forms and operational tools.

POLICY STRUCTURE

NO.	SECTION	FOCUS
1.	Policy Statement	Establish a safe, consistent, inclusive and accountable approach to volunteer engagement.
2.	Scope	Apply to all volunteers and personnel responsible for engaging, coordinating or supervising them.
3.	Alignment with our Values	Promote dignity, inclusion, respect, participation, safety and appropriate support.
4.	Policy Principles	Require suitability, appropriate screening, supervision, accountability, inclusion and safe participation.
5.	Policy Application	Apply requirements across recruitment, placement, induction, activities, supervision and cessation.
6.		
7.		
8.		
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12.		
13.		

POLICY APPLICATION

AREA	FOCUS
Recruitment & Selection	Confirm role requirements, suitability and approval before volunteer engagement.
Screening	Apply screening requirements proportionate to the volunteer role and associated risks.

SAMPLE