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Government of South Australia

Department for Education and Child Development

Volunteers Working in Educational Sites and Settings

This information is applicable to: All volunteers who support educational programs and services of DECD children's centres, preschools and government schools (including Out of School Hours Care and Vacation Care services and volunteers from other organisations who provide support without financial gain or reward). For Families SA volunteer information please go to:

http://www.dcsi.sa.gov.au/pub/tabid/248/itemid/1106/default .aspx

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1. FOREWORD FROM THE CHIEF EXECUTIVE

Every year, thousands of parents and community members freely give their time to support the education of children and young people in South Australian government schools and early childhood settings. The significant and valuable contribution made by volunteers is appreciated and is highly valued.

Volunteers are involved in a wide range of programs and services including coaching sporting teams, helping children learn to read, attending working bees, providing billets for visiting students, mentoring students and membership of governing councils, management groups and parent groups.

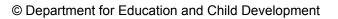
Volunteering benefits everyone, including the volunteers who are rewarded with the intrinsic satisfaction that comes from contributing and having opportunities to share and gain new skills.

I am therefore delighted to present to you *Volunteers Working in Educational Sites and Settings*. This policy document has been developed to provide guidance to site leaders in relation to supporting and celebrating the contributions of volunteers in DECD children's centres, preschools and schools.

Keith Bartley CHIEF EXECUTIVE

May 2012

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NEALS

2. PART ONE - INTRODUCTION

The Department for Education and Child Development (DECD) is committed to ensuring that volunteers working at DECD sites are encouraged and supported, and their contribution is acknowledged and valued.

Volunteers working in educational sites and settings' provides site leaders with guidance and information in relation to the minimum requirements schools and preschools must adhere to, to ensure that the contributions of volunteers align with relevant legislative and South Australian Government policy obligations. Whilst these minimum requirements must be reflected in site volunteer policy and procedures, it is acknowledged that sites may need to expand upon or tailor this information to reflect local community needs.

DECD is fortunate to have attracted a culturally and socially diverse (people with disabilities, various cultural and linguistic backgrounds and ages) volunteer workforce that offers a rich array of expertise, skills and knowledge. The work undertaken by DECD volunteers complements the work of paid employees and is greatly appreciated.

Like paid employees, DECD volunteers can expect:

- a safe and well managed workplace
- meaningful work, appropriate direction, supervision and training
- prompt reimbursement for out-of-pocket expenses incurred as a result of volunteering
- recognition for their contribution.

Aboriginal volunteers make a unique and powerful contribution to the educational engagement and overall wellbeing of children and young people within their communities. Accordingly DECD volunteering programs are to be inclusive, culturally respectful and equitable and Aboriginal people actively encouraged and supported to volunteer.

As a volunteer involving organisation, the department is committed to meeting the national standards for volunteer management and to providing flexible and mutually beneficial volunteering opportunities for students, parents and community members.



2.1 SCOPE

This document provides the minimum requirements for the management of volunteers working in educational sites and settings engaged by the Department for Education and Child Development.

It applies to all volunteers who support educational programs and services of South Australian Government children's centres, preschools and government schools (including Out of School Hours Care and Vacation Care services and volunteers from other organisations who provide support without financial gain or reward).

2.2 OBJECTIVES

The objectives of this document are to:

- affirm volunteering as an important and valued part of the South Australian Government education and care system
- minimise and guard against potential risks to children, and young people in DECD sites
- ensure volunteer management practices meet legislative and South Australian Government policy requirements as they apply to persons volunteering in education and early childhood settings
- establish consistency of volunteer management practice in DECD educational sites and settings
- support volunteers in South Australian Government schools
- assist educational sites to maintain a safe, respectful and well organised workplace for employees and volunteers and a quality learning environment for children and students.

2.3 PRINCIPLES

This document is based on the following principles:

- The rights of children and young people to learn in a safe, respectful and well organised environment are paramount and will take priority over other interests.
- Persons must be suitable to volunteer with or be in close proximity to children and young people.
- Suspected or known risks to children and young people must be responded to immediately.

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• Volunteering is a highly desirable and valuable part of the South Australian Government education and care system, which is encouraged, supported and valued.

2.4 DEFINITIONS

For the purposes of this document the following definitions apply:

Close proximity

In a location or role where regular opportunities arise for formal or informal contact, conversation or observation of children and young people.

Education and early childhood settings

All children's centres, preschools and schools (including Out of School Hours Care and Vacation Care services).

Must

Indicates that a statement is mandatory.

Other organisation

A non government association/body/club with, or funded or engaged to undertake, a role in providing education or care to children and young people.

Parent

Person with parental responsibility (includes guardians, carers).

Probity

The level of integrity necessary to ensure the honest, conscientious and safe conduct of one's working and volunteering relationships and activities.

Should

Indicates a recommendation.

Site Leader

School principal, preschool director, OSHC director, children's centre director.

Student

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A child or young person enrolled in a South Australian Government preschool or school.

Volunteer

A person who undertakes defined activities of their own free will to support educational programs and services of South Australian Government children's centres, preschools and schools either through direct contact with children and students, student practicum placements or site activities without payment (other than out of pocket expenses).

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NEALS

3. PART TWO - Volunteers working in educational sites and settings

It is recommended that this policy be endorsed by your governing council and any local contextual information added if necessary.

Wherever practical, sites must ensure that tasks to be performed by volunteers rather than paid staff are clearly established. Clear and current role descriptions of identified volunteer positions provide a useful means of delineating between paid employee and volunteer allocated tasks. Volunteer position descriptions could include a summary of the position, a title, a listing of responsibilities and duties, any training requirements, the time commitment needed and the name and contact details for the person who will supervise their work. The site's Personnel Advisory Committee (PAC) is to be regularly advised of and consulted in relation to the current role descriptions of identified volunteer positions.

3.1 VOLUNTEER ENGAGEMENT

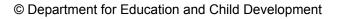
Volunteers must only be engaged to complement, not replace, the work of paid staff. Accordingly sites must not engage volunteers to backfill an employee who is ill or on leave or to fill a vacant budgeted position.

Volunteers must not be asked to perform tasks:

- they are untrained, unqualified or too inexperienced to undertake
- which puts themselves or children and young people in a potentially vulnerable or unsafe situation
- where there is a conflict of interest.

While volunteering can provide opportunities for people to acquire new skills and test possible career paths, sites must never stipulate or otherwise require that volunteering be a pre-requisite to a paid position.

NEA



3.2 VOLUNTEER RECRUITMENT AND SELECTION

The recruitment, selection and screening of volunteers must be undertaken in accordance with anti-discrimination and equal opportunity related legislation, policies and practices.

Volunteers should be recruited by sites on a proactive basis, with the intent of encouraging and broadening the volunteer involvement of the local community. Volunteers may be recruited either through an interest in specific tasks or through a general interest in volunteering which will then be matched with a set of mutually agreeable tasks.

Prior to commencing their voluntary work, all regular volunteers should be interviewed, on an informal basis, to ascertain their suitability for and interest in the tasks that they will be given to undertake and to assess whether the volunteers goals can be achieved within the volunteer program. The interview process also provides the opportunity for any questions the volunteer may have to be answered.

Reference checks may be undertaken by site leaders, if deemed necessary (see below), to confirm work abilities or character attributes.

3.3 CRIMINAL HISTORY SCREENING CHECK

The <u>DECD Criminal History and Screening Policy Guidelines</u> identify the following groups of volunteers, parents, care givers and others for criminal history screening in consideration of their regular contact with and/or their close proximity to children on a regular basis:

- attending any overnight camps/school sleep-overs or billeting programs
- working one to one with children or working in close proximity to children on a regular basis e.g. Learning Assistance Programs (LAP), music, drama, coordination skills etc (this includes a parent working regularly with only their own child <u>but in proximity to other children</u>)
- acting as a coach or manager of teams or groups of children and young people
- working in resource centres, offices, managing canteens etc
- accepting a position on governing/school councils, boards or committees that require them to be in close proximity to children or in the management of

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school funds. (This is to protect against people adversely influencing the protective climate of an education/care environment through the decisions of committees or boards. The site must determine the screening requirements for each committee).

All prospective volunteers who fall into the above groups will therefore be required to provide:

- written consent authorising DECD to receive information about their criminal history and background by completing the appropriate consent form for a criminal history check
- character references, if requested, so that a history of probity and suitable character can be established.

All prospective volunteers should be informed of the reasons for criminal history screening and how this process will impact on the site's volunteer process.

Schools and preschools must ensure that any information obtained from the criminal history screening check process is handled with the strictest confidentiality.

Criminal history screening checks are not required for one-off guest presentations such as guest speakers, concert performers or for attendance at one-off events such as sports days, working bees and whole of school/centre events.

There may be volunteers that provide services other than those identified in the above list. It is the site leader's responsibility to assess the need for a criminal history screening check based on the <u>DECD Criminal History and Screening Policy</u> <u>Guidelines</u> and the likely risks, including the regularity and proximity of contact with children.

Site leaders have the right to:

- require a volunteer to withdraw from volunteering programs at any time if concerns exist about their suitability to be working with children
- bar a person (parent, caregiver or otherwise) from the school grounds if their behaviour threatens the well being of staff, parents or children.

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• Sites should contact the DECD Legislation and Legal Services Unit for further advice on this matter, telephone 8226 1555.

Obtaining a criminal history clearance

The Department for Communities and Social Inclusion (DCSI) Screening Unit provides criminal history clearances for volunteers in DECD sites. Volunteers requiring a criminal history check clearance must apply to the DCSI Screening Unit through a DECD site leader. Further information is available at the Criminal Screening - '<u>How to apply for a check</u>' section of the DECD website. A <u>DECD</u> <u>Criminal History Screening Liaison Officer</u> (telephone: 8226 0430) is available to site leaders to facilitate communication between the DCSI Screening Unit and DECD sites.

Volunteer suitability

There are specific categories of criminal convictions that present a prima-facie *risk of harm* to children. A person will not be accepted as a volunteer if he or she has been convicted of:

- murder or sexual assault
- violence in relation to a child
- an offence relating to child pornography
- an offence involving child prostitution
- a child abuse offence, for example criminal neglect.

3.4 Orientation and induction

Site leaders must ensure that volunteers have access to an orientation and induction process which introduces the volunteer to the site environment and identifies any training needs required to successfully perform their tasks and meet legislative obligations. Sites may utilise the attached Induction and Orientation Checklist to assist this process.

It is recommended that a copy of the role description for the volunteer position, along with relevant sections of the induction program and staff handbook provided to new staff, are given to new volunteers. Site leaders can delegate induction responsibilities to a staff member, or an experienced volunteer. Volunteers should be advised that



they can contribute to their induction by seeking information, clarification and assistance as required.

Minimum requirements

A volunteer orientation and induction program/information pack must cover relevant laws and regulations and include any relevant documentation such as policies, procedures, forms etc. Topics to be covered include (but are not limited to):

Child Protection

The *Children's Protection Act, 1993* requires DECD staff and volunteers to notify the Department for Families and Communities, through the Child Abuse Report Line (131 478) if they suspect on reasonable grounds that a child has been or is being abused or neglected. This responsibility is part of the broad duty of care that staff and volunteers have towards the safety and wellbeing of children and young people.

An information session, which explains child protection responsibilities for volunteers, is available for downloading from the <u>DECD child protection</u> <u>website</u>. Site leaders are responsible for ensuring that volunteers access this information session. Volunteers must also receive the printed handbook that accompanies the session.

The <u>South Australian Association of School Parents Clubs</u> (telephone: 1800 724 640) also provide information sessions for volunteers. These sessions are an abridged version of what is presented to staff.

• Duty of Care to students

In order to understand their duty of care obligations in relation to students, volunteers should be aware of site:

- behaviour management and harassment policies
- requirements regarding supervision and confidentiality (both on the site and within the community)
- training specific to their area of work
- expectations regarding personal conduct and interaction with children and young people.



• Public Sector Code of Ethics

All volunteers must abide by the <u>Code of Ethics for the South Australian</u> <u>Public Sector</u> and be made aware of their obligations.

Occupational Health, Safety and Wellbeing

The principles and practices as prescribed in the Occupational Health, Safety and Welfare Act, 1986 apply to volunteers. All volunteers must be made aware of DECD and site Occupational Health, Safety and Welfare (OHSW) policies and procedures (including health, hygiene and safe food practices, incident, injury, trauma and illness and medical conditions).

• Confidentiality and privacy

During the course of their volunteering, some volunteers may be given access to private and confidential information. Volunteers must be made aware of their responsibilities in relation to confidentiality, privacy and cultural sensitivity.

Reimbursement of out of pocket expenses

Volunteers must be made aware of the types of out of pocket expenses that will be reimbursed and the procedure for requesting reimbursement of out-ofpocket expenses.

• Use of Government equipment and services

Volunteers must be made aware of their responsibilities in relation to using Government equipment and services (including the use of electronic mail, the internet and information technology Security).

• Training

Volunteers benefit from training and development activities. Training may be required to assist volunteers to perform their volunteer duties, provide them with information in relation to a program they will be involved in delivering or to meet legislative obligations. Volunteers should be made aware of any training requirements and/or opportunities available to them.

Complaint management

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DECD is committed to ensuring that each working environment is inclusive and free from intimidation, bullying and harassment. Volunteers must be made aware that they are able to raise concerns about issues in the workplace or tasks that have been allocated to them, and of the support available to them to do so, within the site's complaint management procedure.

3.5 Supervision

Supervision and support is an ongoing and important aspect of volunteer management. Site leaders are responsible for ensuring that volunteers are appropriately supervised.

The level of supervision of volunteers will vary according to the work performed. Where a volunteer does not have direct contact with students the level of supervision can be negotiated between the volunteer and the person with responsibility for supervising their work. The volunteer must be made aware that compliance with all relevant guidelines such as the Occupational Health Safety and Welfare requirements is expected.

Where a volunteer does work directly with children and students the supervision requirements are the same as the above but with the additional requirement that the volunteer must be visible to a staff member at all times. The staff member must be able to quickly and easily view the volunteer from within their work area. For example, a volunteer can work in a corridor or porch area while the staff member teaches in the adjacent classroom or in a section of the resource centre that can be viewed by a range of staff.

Volunteers must not be left alone in a separate classroom or building, be involved in duties associated with change rooms, sickrooms or toileting, or be sent on a student excursion without a supervising staff member.

Where a volunteer assists with transport of children or students, site leaders must ensure that the volunteer has a current drivers licence, insurance (including compulsory third party bodily injury) and that the vehicle is registered. Site leaders must also be mindful of requirements such as parental consent and ensuring that groups of students rather than individuals travel with a volunteer.

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It is not possible to describe all possible scenarios that could arise for staff and volunteers working with students. Staff will need to make a judgement call as to the relative risks of each situation, keeping in mind that their duty of care to children and young people is paramount and must take priority over other interests.

3.6 Acknowledgement and recognition

An essential part of good volunteer management practice is the acknowledgement and recognition of volunteer contributions. Volunteer acknowledgement and recognition should involve a mixture of informal and formal strategies that are regular and ongoing.

There are a number of special dates throughout the national and international calendar year that acknowledge and celebrate the contribution of volunteers. Sites may wish to schedule volunteer acknowledgement and recognition activities on these days. These dates are:

- Volunteers Day (South Australia) on the Monday of the June long weekend (the same day as the Queen's Birthday public holiday).
- National Volunteer Week (Australia) celebrated from the Monday immediately after Mother's Day (the second Sunday in May) to the following Sunday.
- International Volunteers Day December 5, as declared by the United Nations General Assembly in 1985.

Sites may wish to formally acknowledge the contribution of individual volunteers through the:

• Minister for Education and Child Development

Site leaders can request a *Minister for Education and Child Development's Volunteer Certificate of Recognition* for individual or group volunteer commitment/contribution to a South Australian educational site or setting. To be eligible for a certificate volunteers must have served a minimum of 5 years. Nominations can be made by anyone in the school/preschool community, which then must be approved by the site leader before being forwarded to the Office for Schools. A letter of support prepared by the



nominee containing information in relation to why the volunteer is being nominated for a certificate (commitment to the pre-school/school, particular programs and initiatives they have been involved in, services performed) will need to be provided. Contact the Office for Schools for further information (telephone: 8226 3308).

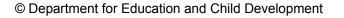
- South Australian Volunteer's Certificate of Recognition: This certificate is available from the South Australian Office of Volunteers and can be tailored to recognise an individual volunteer's contribution (i.e. their time commitment, the achievement of a particular outcome or their dedication to a particular site). Each certificate is signed by the Minister for Volunteers. Certificates are available from the <u>Office of Volunteers</u> (telephone: 8463 4490 or email <u>ofv@agd.sa.gov.au</u>).
- Premier's Certificate of Appreciation for Outstanding Volunteer Service: This certificate acknowledges outstanding volunteer service (i.e. significant achievement or length of service). A Premier's Certificate of Appreciation can be requested from the Office of Volunteers. This certificate can be awarded to individuals or groups of volunteers.

3.7 Record keeping

Sites must maintain accurate volunteer management records. The following information must be recorded:

- full contact details for the volunteer (full name, address, date of birth and emergency contact information). This information should be kept in an accessible place and separate from other confidential information in relation to the volunteer.
- selection/screening process documentation
- criminal history screening certificate
- volunteer position role description
- confirmation that the volunteer has accessed the child protection information session and received the accompanying handbook
- a record for each day on which the volunteer is participating at the site (the date and hours of participation)
- rolls kept of the students working with the volunteer

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- names of staff members to whom the volunteer reports
- dates and details of any concerns raised by the volunteer and action taken (including any grievance/complaint resolution documentation)
- dates and details of any concerns raised by others about the volunteer and action taken
- any changes to the original work description and additional screening if conducted
- attendance and training records.

Schools and preschools must ensure that personal information (medical details, concerns and grievances etc) in relation to a volunteer is handled with the strictest confidentiality and kept in a secure place.

3.8 Insurance

The Commissioner for Public Employment's – '<u>Standard 1 Volunteers in Government</u> <u>Agencies</u> Appendix 1 – Insurance arrangements' sets out the conditions under which volunteers are insured whilst undertaking volunteering tasks for DECD.

The Government's self-insurance arrangements uniform cover is available to volunteers who assist the department. The cover extends to persons who carry out volunteer duties at the direction of the site leader or governance body.

If a volunteer is assisting a Governing Council which has the South Australian Association of State School Organisation's (SAASSO) Personal Accident Insurance Policy for councillors and volunteers, it must be used first if a claim is made. Volunteers will not be able to claim on both schemes in relation to the same expense. Where a Governing Council does not utilise SAASSO's accident insurance policy, they must engage another broker to set up a Personal Accident Insurance Policy for councillors and volunteers.

Any liability to a third party arising from the action or advice of a volunteer acting in accordance with the principal's or council's instructions is treated as if the action or advice were that of an employee.

Volunteers are not employees and, therefore, must not use Workers Compensation forms to report accidents or make claims.

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A claim made by a volunteer for out-of-pocket medical expenses must be submitted, in writing, as soon as possible to the principal or preschool director for forwarding to:

The Legislation and Legal Services Unit: 31 Flinders Street, Adelaide 5000 Postal: GPO Box 1152 ADELAIDE SA 5001 Internal DECD Courier: R11/13

The claim must be accompanied by the following documents:

- receipts, statements, etc., from Medicare, private insurer or other initial claim source
- a copy of the department's Accident/Injury Report (ED155)
- a report from the principal or director setting out the circumstances of the injury and confirming that the claimant was a volunteer engaged in accordance with the management arrangements.

Nature of the insurance cover

Uniform cover is provided to identified volunteers on the basis outlined below. The provision of this cover represents government policy, but there is no contractual commitment entered into by the government.

Benefits for personal accident, injury or illness are generally in line with the philosophy underlying the Workers Rehabilitation and Compensation Act, but modified where appropriate to reflect the circumstances of volunteers. Benefits are paid on an out-of-pocket basis after other entitlements have been used. That is, volunteers are required to first claim on Medicare, private health cover, personal insurance, superannuation, employment sick leave entitlements, compulsory third party bodily injury insurance, etc. The government then meets any non-recompensable expenditure with regard to:

- medical costs
- reasonable rehabilitation costs
- costs of lost or damaged apparel or other personal effects.

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Lump sums for death or serious disability are paid on the same basis as the WorkCover schedule.

Weekly income is paid to volunteers who can demonstrate a loss of income. Benefits take account of actual lost income up to the WorkCover ceiling of twice the State Average Weekly Earnings. For long-term incapacities, benefit reductions in line with WorkCover rules apply.

In special circumstances where volunteers necessarily incur costs as a result of incidents arising out of their volunteer involvement, additional benefits may be paid if considered appropriate.

All benefits, except weekly income benefits for long-term incapacities, are payable regardless of age.

Any liability to a third party arising from the action or advice of a volunteer acting in accordance with department instructions is treated as if the action or advice were that of an employee.

3.9 Relevant legislation and Government policy

There is a range of Acts, Regulations and whole of government policies which impact on the role of volunteers in education and early childhood services:

- Education Act 1972
- Children's Services Act 1985
- Public Sector Act 2009
- Occupational Health Safety and Welfare Act 1986
- Children's Protection Act 1993
- Volunteer Protection Act 2001
- Education and Early Childhood Services (Registration and Standards) Act, 2011
- Education and Early Childhood Services (Registration and Standards) Regulations, 2011
- Privacy Act 1988 (Commonwealth)
- Commissioners Standard 1 Attachment A Volunteers in Government Agencies
- South Australia's Strategic Plan (2004-2014) (Target 5.6)

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• Advancing the Community Together: A Partnership between the Volunteer Sector and the South Australian Government (2003).

DECD specific policy, strategies and frameworks:

- DECD Interim Statement of Directions (2011)
- DECD Aboriginal Education Strategy (2005-2010)
- National Quality Framework for Early Childhood Education and Care
- National Quality Standard for Early Childhood Education and Care
- DECD Countering Racism Policy and Guidelines (2008)
- Protective Practices for Staff in their Interactions with Students (2009)
- Learner Wellbeing Framework.

These documents are available online on the department's website in the <u>A-Z of</u> <u>Policies, Procedures and Guidelines</u>.

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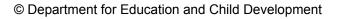


4.1: Attachment

DEPARTMENT FOR EDUCATION AND CHILD DEVELOPMENT VOLUNTEER MANAGEMENT FRAMEWORK

VOLUNTEER INDUCTION AND ORIENTATION CHECKLIST				
Start date				
Volunteer's full name				
Address				
Date of birth				
Availability	 Monday Tuesday Wednesday Thursday Friday Weekends 			
	□ Morning □ Afternoon □ Evening			
Criminal History Check sighted				
Current drivers licence sighted	□ Yes □ No			
Car registration and Compulsory Third Party – Sighted (copy for file)	□ Yes □ No			
Role description for the volunteer position				
Child protection responsibilities – information session downloaded and printed handbook provided to the volunteer. Volunteer advised that SAASPC provides free information sessions.				
Duty of Care to students Volunteer has been made aware of relevant laws and regulations (and given copies of) site:				
 Behaviour management and harassment policies DECD staff protective practices information 	□ Yes □ No □ Yes □ No			
 Requirements regarding supervision and confidentiality (both on the site and within the community) 				
 Training specific to their area of work Expectations regarding personal conduct and 				
 Interaction with children and young people. Procedures in relation to health, hygiene and safe 	□ Yes □ No			
food practices.				
	□ Yes □ No			

NEALS



Public Sector Code of Ethics		
Volunteer provided with a copy of the Public Sector		
Code of Ethics and advised of their obligations.	Yes	□ No
Occupational Health, Safety and Wellbeing		
Volunteer is aware of DECD and site Occupational		
Health, Safety and Welfare (OHSW) policies and	Yes	□ No
procedures and has been introduced to the site		
OHS&W representative. Including information relating to		
incident, injury, trauma and illness and medical		
conditions and emergencies.		
Confidentiality and privacy		
Volunteer is aware of their responsibilities in relation to		
confidentiality, privacy and cultural sensitivity.	Yes	□ No
Reimbursement of out of pocket expenses		
Volunteer is aware of the types of out of pocket		
expenses that will be reimbursed and the procedure for	□ Yes	🗆 No
requesting reimbursement of out-of-pocket expenses.		
Use of Government equipment and services		
Volunteer is aware of their responsibilities in relation to		
using Government equipment and services (including	Yes	🗆 No
the use of electronic mail, the internet and information		
technology Security).		
Training, Supervision and Support		
Volunteer is aware that training requirements and/or		
opportunities will be available to them as required and	Yes	□ No
of supervision arrangements and support available to		
them.		
Complaint management		
Volunteer is aware of the DECD and site complaint		
management policies and procedures.	Yes	□ No
Volunteer work environment	_ \/	- N
Copy of site volunteer policy/procedures	□ Yes	
Emergency procedures and evacuation		
□ First aid	□ Yes	
Parking and transport	□ Yes	
□ Tour of the site & site map		
□ Phones	□ Yes	
DECD staff – introduction to key people (colleagues,	Yes	□ No
supervisors/support people & leadership team).		
Including an explanation of positions held, including		
the responsibilities of staff (both paid and volunteer)		
and how these roles complement each other.		

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