



HR Volunteer Performance Procedures

1. Procedure

This procedure is designed to ensure all volunteers are treated fairly and equitably, while at the same time protecting the interests of Taillem Bend Community Centre Inc. from claims of unfair treatment. It should be remembered that the primary purpose of counselling is to help volunteers achieve the desired performance or to improve their conduct to acceptable standards.

Within the workplace there are a range of ways a volunteer will signal that he or she has a problem. Some examples may include, but are not limited to:

- Increased absenteeism;
- Isolation;
- Decreased hours of attendance;
- Poor physical appearance and/or poor presentation;

It is the responsibility of the Co-ordinator and other Volunteers to recognise negative behavioural change in their volunteers in early stages and to intervene so that the problem may be prevented from escalating. The level of intervention will depend upon the seriousness of the problem.

Where a performance problem exists the Co-ordinator must follow the process outlined below before consideration is given to terminate a volunteer. The process should be approached from the perspective that the optimum outcome is one in which there is a change in behaviour, not the administration of some form of punishment.

2. Investigation

Upon finding out about a specific incident, or at the recognition of pattern of unacceptable behaviour, the Co-ordinator must undertake a full and prompt investigation to ascertain all of the relevant facts. This must be done with sensitivity. The investigation may involve and include, but not be limited to:

- Witness interviews and statements;
- Documentary evidence;
- Volunteer background and history;
- Previous volunteer appraisals;
- Volunteer's attendance (if relevant);
- Volunteer's personal circumstances (if relevant);
- Any other information considered relevant to the issue.

It is important that all relevant facts are uncovered during the investigation. Ultimately the volunteer may be in a position where their continued duty at the Centre is under review and decisions must be based on the full facts. Rumour and innuendo will not be relied upon.

The Co-ordinator should compile all available evidence as soon as practicable after the initial identification of an issue and use the material gathered to determine the next step in the process.

In cases where termination of the volunteer may be the outcome, it may be appropriate to stand down the volunteer from duties in the first instance.

2. Informal Counselling

The Co-ordinator should arrange to speak to the volunteer privately to discuss the concerns and explain any changes in behaviour. This should be done as soon as possible after the investigation.

The Co-ordinator should outline the expected standards of behaviour, inform the volunteer that they should amend their behaviour to comply with these standards, as well as outline what the possible ramifications of not complying might be. This discussion should have a relaxed atmosphere and must convey to the volunteer that the Co-ordinator is concerned about the volunteer's welfare. It should be an exploratory discussion between a Co-ordinator and volunteer to rectify a situation before it becomes a serious problem.

If the volunteer indicates that he or she has a personal welfare problem the Co-ordinator may refer the volunteer to a qualified agency.

If the volunteer does not wish to discuss any problem, states that there is no problem, or says that he or she is unaware of any change in behaviour, the Co-ordinator should simply re-affirm the concern and invite the volunteer back should there be a need to talk at a later time. The Co-ordinator is then responsible for reviewing the situation to ensure that the problem is resolved.

This meeting should not result in a formal document placed on a volunteer's file, but should be documented in the Co-ordinator's diary/file as a future reference should it be needed.

4. Formal Counselling- First Warning

If the behaviour continues the Co-ordinator may deem formal counselling appropriate. The purpose of formal counselling is to notify the volunteer that there is a serious concern, and that they should endeavour to amend their behaviour to comply with expected standards or risk disciplinary action.

It would be advisable that prior to proceeding with a formal warning, the Co-ordinator contact the Executive Committee, which will verify that the necessary investigations have occurred and that due process is being followed.

The Co-ordinator should arrange a private interview with the volunteer, providing the volunteer with the opportunity to nominate a third party to be present to support them and to act as a witness, ensuring a fair hearing is given. Please see Appendix A for useful information on conducting counselling interviews.

The Co-ordinator must clarify reasons for poor performance of unacceptable behaviour, outline to the volunteer the allegations or concerns, the expected standards of performance or behaviour, and include the possible ramifications of not complying with these standards.

The Co-ordinator should remind the volunteer of any commitments made in the formal counselling, and set a review date, by which time the performance problem must be remedied or a volunteer's duty will be seriously questioned.

This meeting must be documented which will be signed by all parties and placed on a volunteer's file. The documentation, written by the Co-ordinator, should be concise and directly relate to the text of the conversation with the volunteer.

5. Formal Counselling- Second Warning

A second formal warning is to be performed by the Co-ordinator when unacceptable behaviour continues and a current first warning exists. The details of the interview are to be recorded as with a first warning.

6. Final Warning

If, after first and second warnings have been given, the performance or behaviour does not improve to and an acceptable standard, a Final Warning will be appropriate. The purpose of a Final Warning is to notify the volunteer that the behaviour is now of such concern that if behaviour is not amended to comply with expected standards, their volunteer duty will be terminated.

Prior to proceeding with a final warning, it is again advisable that the Co-ordinator contact the Committee, who will verify that the necessary investigations have occurred and that due process is being followed.

A final counselling will follow this process, however the volunteer must understand that if behaviour is not amended to comply with expected standards, their duty will be terminated. It is advisable that a Management witness be present during this interview.

A Final Warning notice should be issued following this meeting. A warning note is a final directive and should not be used unless you are prepared to terminate the volunteer if he/she does not follow that directive.

7. Termination

If, after all of the above steps have been taken, the performance or behaviour does not improve to an acceptable standard, termination of duty may be the final step.

Termination will not be effected without prior consultation with the Executive Committee.

Terminations will be carried out with compassion and with due consideration to the volunteer, their colleagues and any other affected parties. When a decision has been made to terminate a volunteer, all necessary documentation and other issues will be fully prepared to ensure the action is taken with as little fuss as possible

8. Attachments

Appendix A 'Guide to Conducting a Counselling Interview'

GUIDE TO / CONDUCTING A COUNSELLING INTERVIEW

Counselling is a form of coaching and its aim should be to try to change the behaviour of the volunteer.

There are different counselling styles, ranging in degree from the directive approach to the non-directive. The directive approach involves the Co-ordinator identifying the problem and solving it. The non-directive approach is where the volunteer identifies the problem and the solution is reached with the assistance of the Co-ordinator.

The non-directive approach is the most preferable style as the volunteer is an active participant. The role of the Co-ordinator in this process is to assist the volunteer to work through their thoughts and generate their own solution.

The objective of the counselling or discipline interview should be to assist the volunteer to achieve at least the minimum standard required by the Organisation, not to penalise him/her for not achieving it. With this in mind, the following guide will assist in achieving that objective.

(a) Before you attempt to interview make sure you have all the facts, e.g. if the volunteer is often missed their duty, you should check – and list – how often, what days, what times and how this compares with other volunteers carrying out similar duties.

(b) Always conduct the interview in private. However, where appropriately, ensure that you have a witness and that you allow the volunteer to have somebody of their choice present.

Discuss the standards and the level of performance desired. Agree on the gap between the volunteer's performance and the standards required by the Organisation.

- Confine your discussion to the facts
- Do not argue with or threaten the volunteer
- Be positive

(c) Ask questions and listen to the answers to your questions with an open mind, but try not to `over sympathise` with the volunteer.

Make sure that there is really a problem requiring discipline, and not something of a different nature, e.g. an outside problem with a short-term effect on the volunteer's commitment.

- Ask open questions
- Don't jump to conclusions
- Look for reasons for the problem.

(d) Discuss positive and achievable ways to overcome the problem. Assure the volunteer that you and Committee will help wherever possible (and if necessary)

(e) Be firm but fair. Ensure that the volunteer knows that the standards are those required from all volunteers.

(f) Ensure that the volunteer knows what form of instruction you are giving, i.e. formal, informal, written and that he/she understands the instruction precisely.

(g) Set a review date and make sure that you follow up.

N.B. Every time that the volunteer is interviewed regarding their performance (either formally or informally) you should at least make a note concerning the conversation in you dairy.

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Next Review Date	June 2019	
Related Documents	HR Volunteer Performance Strategy	
Legislation		
Signed on behalf of TBCC Board of Management by: Name: Lorraine Cresp Position held: Chairperson Signature: 		