

# HR Volunteer Performance Strategy and Procedure

## Scope:

The Tailem Bend Community Centre Inc. (TBCC) undertakes to assist volunteers to maintain and if necessary improve their performance through counselling and support systems. These systems are aimed at ensuring volunteers are treated fairly and that they are provided every opportunity to meet the standards required in their work areas.

## Purpose:

The purpose of this document is to ensure that a consistent approach is followed for managing performance issues for all volunteers.

## Strategy:

TBCC is committed to providing all volunteers with prompt counselling aimed at addressing poor volunteer behaviour.

TBCC CEO undertakes to assess each individual case on its merits and to provide adequate opportunity for volunteers to respond to allegations.

Any proposed disciplinary action will be fair and reasonable, taking into consideration the severity and nature of the offence and the volunteer's work record.

TBCC will also maintain its integrity and service to its clients by ensuring operational requirements are met. Consistent with this, volunteers who fail to respond to counselling after due process has been followed may have their duty terminated.

Volunteers whose performance is unsatisfactory will be given clear instruction as to the reasonable expectations of them in their job.

## Responsibility:

It is the responsibility of **Management** to ensure that:

- Volunteers are aware and understand the principles of fair counselling and due process and that they are applied in the workplace;
- All decisions relating to counselling are made taking into consideration the facts of the matter and ensuring the volunteer is provided with due process.

It is the responsibility of the **Volunteer** to ensure that:

- They respond positively to counselling and attempt to improve behaviour and performance to acceptable levels at all times.

It is the responsibility of the **Committee and CEO** to ensure that:

- All decisions relating to counselling are made taking into consideration the facts of the matter and ensuring due process has been adhered to;
- All Committee members and staff are aware of their obligations and responsibilities in relation to counselling and fair treatment of volunteers'
- Ongoing support and guidance is provided to all volunteers in relation to counselling principles and practice.

## Definitions:

*Informal Counselling* refers to a verbal discussion between the TBCC CEO and a volunteer over a performance, work standard or other issue.

*Formal Counselling* refers to a counselling session that, results in a written document to record the incident and its outcomes.

*Witness* means any person nominated by the volunteer to provide support during a formal counselling session.

## **Procedure**

This procedure is designed to ensure all volunteers are treated fairly and equitably, while at the same time protecting the interests of Tailem 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 TBCC CEO 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 TBCC CEO 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.

## **Investigation**

Upon finding out about a specific incident, or at the recognition of pattern of unacceptable behaviour, the TBCC CEO must undertake a full and prompt investigation to ascertain all 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 TBCC CEO 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.

## **Informal Counselling**

The TBCC CEO 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 TBCC CEO 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 TBCC CEO is concerned about the volunteer's welfare. It should be an exploratory discussion between a TBCC CEO 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 TBCC CEO 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 TBCC CEO should simply re-affirm the concern and invite the volunteer back should there be a need to talk at a later time. The TBCC CEO 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 TBCC CEO's diary/file as a future reference should it be needed.

### **Formal Counselling- First Warning**

If the behaviour continues the TBCC CEO 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 TBCC CEO contact the Executive Committee, which will verify that the necessary investigations have occurred and that due process is being followed.

The TBCC CEO 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 TBCC CEO 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 TBCC CEO 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 TBCC CEO, should be concise and directly relate to the text of the conversation with the volunteer.

### **Formal Counselling- Second Warning**

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

### **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 TBCC CEO 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.

### **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

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<b>Dates approved by Board</b>	<b>V1</b>	<b>April 2022</b>
<b>Next Review Date</b>	April 2025	
<b>Related Documents</b>	<p>Human Resources Professional Development and Training Policy  Human Resources Professional Ethics and Conduct  Human Resources Harassment and Bullying Policy  Human Resources Performance and Misconduct Policy  Risk Management Policy (Child Safe)  Statement of Commitment to the Safety and Wellbeing of Children  Child safe and Young Person Risk Policy  Child safe and Young Person Wellbeing Policy  Feedback and complaints policy  Code of Conduct  TBCC Strategic Plan</p>	
<b>Standards</b>	<p><a href="#">Legal Services Commission</a>  <a href="#">National Employment Standards</a>  <a href="#">Unions Australia</a>  <a href="#">Human Rights Commission</a>  <a href="#">Equal Opportunity Commission</a>  <a href="#">Children and Young People (Safety) Regulations 2017 (SA)</a>  <a href="#">National Principles for Child Safe Organisations</a>  <a href="#">Child safe environments</a>  <a href="#">Rights of every child</a>  <a href="#">Department Human Service DHS Critical Client Incidents Policy Coronial</a>  Overview of child protection legislation across state and territory jurisdictions <a href="#">Australian</a>  <a href="#">Institute of Family Studies</a>  <a href="#">Information Sharing Guidelines</a>  <a href="#">Unicef – know your rights and responsibilities</a>  <a href="#">Children’s rights and responsibilities flyer</a>  <a href="#">Department Human Services DHS Critical Incidents</a>  Gender diverse, intersex and sexually diverse children and young people  <a href="#">Code of Ethics</a></p>	
<b>Legislation</b>	<p><a href="#">Work Health and Safety Act</a>  <a href="#">Work Health and Safety Regulations 2012</a>  <a href="#">Codes of Practice</a>  <a href="#">Safework SA</a>  <a href="#">Return to Work SA</a>  <a href="#">Aged Care Quality and Safety Commission Act 2018</a>  <a href="#">Aged Care Act 1997</a>  <a href="#">Competition and Consumer Act 2010</a>  <a href="#">Associations Incorporation Act 2009</a>  <a href="#">Sex and Age Discrimination Legislation Amendment Act 2011</a>  <a href="#">Woman Working Centre</a>  <a href="#">Australian Human Rights Commission Act 1986</a>  <a href="#">Children’s Protection Act 1993 (SA)</a>  <a href="#">Fair Work Act 2009</a>  <a href="#">Volunteers Protection Act 2001 (SA)</a>  <a href="#">Family Law Act 1975</a>  <a href="#">Equal Opportunity Act 1984</a>  <a href="#">Children and Young People (Safety) Act 2017</a>  <a href="#">Commonwealth Privacy Act 1988</a>  <a href="#">State Records Act 1997</a>  <a href="#">Guardianship and Administration Act 1993</a>  <a href="#">Australian Human Rights Commission Act 1986 (Federal)</a>  <a href="#">Crimes Act 1914 (Federal)</a>  <a href="#">Fairwork Act 2009</a> Federal Law  <a href="#">Fair work Act 1994</a> State Law</p>	
<p><b>Signed on behalf of TBCC Board of Management by:</b>  <b>Name:</b> Jack Hunt</p> <p><b>Position held:</b> Chairperson</p> <p><b>Signature:</b> </p> <p><b>6 April 2022</b></p>		