

Issue Date: [July 2010]

Managing Volunteer Performance Policy

Aim of Policy

Span Arts wants to ensure that all its volunteers are adequately supervised and supported to work to the performance and behavioural standards expected. Span is committed to addressing any issues in performance, behaviour or attitude via support and supervision. The management of volunteers within Span will be fair, transparent, objective and respectful.

Should any problems arise with volunteer performance, they will be dealt with under the process outlined below and the volunteer will be made aware of the particular issue in writing and of each stage of the process, what it will entail and who will be involved.

This is not a disciplinary process, but should a volunteer be believed to have acted in a manner that has affected or could seriously affect Span or its activities, Span will follow the process outlined below in: *Exceptionally poor performance and behaviour*.

A volunteer can be accompanied to any meeting by someone from Span (either a paid staff member or volunteer) at any stage of the process, but their role will be as a supporter, not an advocate.

At all times volunteers will be aware of whom they report to in Span. This will be a Project Manager, Span Manager or a supervising trustee.

Volunteer Performance Management Process

Throughout the performance management process, details of the issue will only be shared with the relevant people in Span. This will include the person to whom the volunteer reports and may also include the Span Manager. At no time will details be shared more widely within Span. This is particularly relevant to the trustees, as they need to remain independent in case the volunteer later wishes to raise a complaint to the trustee board.

Throughout the process, the volunteer will be given reasonable notice of any meetings and clear information about what is to be discussed, and will be able to put over their point of view. Each meeting will be properly minuted and the minutes agreed by both parties.

At the start of each step, the senior person involved should review the situation and confirm that the volunteer has been dealt with properly and fairly so far.

Informal

In the first instance problems will be picked up during regular support and supervision meetings with the volunteer concerned via the supervision process. These meetings will be undertaken by the person to whom the volunteer reports. Many 'problems' are simply due to a lack of skills or knowledge, or a lack of support, inappropriate roles and so on, and will be relatively easy to put right. Consideration should be given to any special requirements the volunteer may have and reasonable adjustments made.

A written record of any supervision and support meetings will be kept. Action agreed by both parties

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should be followed up within an agreed and appropriate timescale.

Sometimes, a volunteer may be unaware that they are doing something wrong. It is important to discuss with the volunteer what is expected of them and to feed back on their progress. They cannot be expected to improve or alter the way they work unless the need for change is brought to their attention and discussed so that they understand the problem.

Informal methods of resolution may include coaching, shadowing or training, other forms of learning, one-to-one support, or even a change of role. Span will consider other suitable roles for its volunteers where appropriate.

Formal

Where informal measures do not resolve the problem, the volunteer will be invited to a formal meeting with the person to whom they report and a senior manager. The aim of the meeting is to agree an action plan to remedy the problem and improve performance or behaviour, with appropriate timescales. The volunteer will be reminded what the problem is and what standards they need to achieve. The volunteer will be able to forward their point of view and explain the situation from their perspective.

If the issue is not resolved within the agreed timescale, a meeting involving the volunteer, the person to whom the volunteer reports and a senior manager will be called at reasonable notice (not less than one week). This meeting may result in the volunteer being asked to leave.

Exceptionally Poor Performance and Behaviour

If a volunteer is believed to have behaved in a manner that has or could have seriously affected Span they can be immediately removed from their volunteer duties while the matter is investigated by the person to whom they report. The volunteer will be notified of this in writing. The investigation will be completed within 15 working days.

If, after a thorough investigation, it is decided that the volunteer's performance or behaviour is sufficiently damaging to Span, they will be asked to leave. This decision will not be taken lightly and the volunteer will be given written reasons, the opportunity to consider the outcome of the investigation and a chance to put their case forward at a mutually convenient meeting with the relevant manager prior to the final decision being made.

Examples of exceptionally poor performance or behaviour are as follows:

- Theft.
- Bullying/harassment.
- Violence.
- Bringing Span into disrepute (e.g. by going to the press or contacting funders).
- Acting in a way that conflicts with the interests of Span.

Review

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If the volunteer is not happy with the decision, they can ask for a review by the chair of the trustee board and Span Manager (if not already involved). The chair may delegate the matter to a fellow trustee. The review will take place within 15 working days.

The chair or trustee will review the performance management process and how decisions were made. This may include speaking to individuals involved. They will ensure that a proper process was followed, that any decisions reached were made fairly and were reasonable, and that no issues were left outstanding.

If the chair/trustee agrees that the performance management process was undertaken fairly and properly, they will explain this in writing to the volunteer, and include their reasoning.

If the chair or trustee disagrees that the process was not undertaken fairly and properly, they will ensure that it is undertaken again to resolve the issues which need to be resolved, and will agree a timescale for doing so.