



WRHA VOLUNTEER SERVICES GOOD PRACTICE GUIDELINE MANUAL

Good Practice Guideline: Volunteer Performance, Conduct and Progressive Discipline – Direct Service and Collaborative Volunteers	Reference # 4.5	Page 1 of 7
	Approved: J.Edwards	Date: 15/09/04 Reviewed/Revised: November 2011

GOOD PRACTICE DESIRED OUTCOME:

Consistent guidelines for addressing volunteer's performance and conduct and progressive discipline will be in place and ensure that all volunteers are treated fairly.

The safety and well being of clients and security of WRHA property will be ensured.

DEFINITIONS:

Corrective measures may entail verbal warnings, written warnings, suspension of placement or termination of placement.

Verbal warnings consist of a discussion with the volunteer about specific performance or behavioural concerns and appropriate corrective action.

Written warnings consist of a written description of the specific performance or behavioural concern and appropriate corrective action necessary.

Suspension of placement is a period of time in which the volunteer is not scheduled in order for an alleged performance problem to be investigated.

Termination of placement is the formal ending of the volunteer's participation with the WRHA.



WRHA VOLUNTEER SERVICES GOOD PRACTICE GUIDELINE MANUAL

Good Practice Guideline: Volunteer Performance, Conduct and Progressive Discipline – Direct Service and Collaborative Volunteers	Reference # 4.5	Page 2 of 7
	Approved: J.Edwards	Date: 15/09/04 Reviewed/Revised: November 2011

GOOD PRACTICE GUIDELINES:

When a volunteer does not meet minimum standards of performance, acts in an insubordinate or unacceptable manner or violates WRHA policies and procedures, the volunteer's placement supervisor is authorized to initiate corrective action.

The degree of action will depend upon the gravity of the concern, the implications for the clients' well-being and security of property, and the number of previous incidents.

Unless the gravity of the concern dictates otherwise, a volunteer will receive at least three oral/written warnings before action is taken to terminate the volunteer's placement.

Volunteer placement supervisors may terminate volunteers for lack of attendance. All other terminations of a volunteer's placement must have the prior approval of the Manager of Volunteer Services.

All corrective measures, including verbal warnings, will be documented on the volunteer's file.

Progressive discipline steps will be as follows:

Verbal Warnings

The volunteer's placement supervisor will:

1. Discuss the specific performance or behavioural concerns, appropriate corrective action and timeframes for compliance with the volunteer in a timely manner.

In the event that the volunteer has come through a collaborative/sponsoring organization, the agency's representative will be informed of the performance concerns and will be given the opportunity to be included in the discussion with the volunteer.



WRHA VOLUNTEER SERVICES GOOD PRACTICE GUIDELINE MANUAL

Good Practice Guideline: Volunteer Performance, Conduct and Progressive Discipline – Direct Service and Collaborative Volunteers	Reference # 4.5	Page 3 of 7
	Approved: J.Edwards	Date: 15/09/04 Reviewed/Revised: November 2011

2. Document the discussion on the volunteer's file and if applicable provide a copy of the documentation to the collaborative/sponsoring organization.
3. Monitor the volunteer's compliance with the agreed upon corrective action.

Written Warnings

The volunteer's placement supervisor will:

1. Document the specific performance or behavioural concerns including appropriate corrective action and timeframes for compliance.
2. Review the written report of performance or behavioural concerns and appropriate corrective action with the volunteer in a timely manner.
3. Ask the volunteer to sign the document.
4. File the document in the volunteer's file and provide a copy to the volunteer.
5. Monitor the volunteer's compliance and provide the volunteer with a reasonable length of time to achieve the requirements of the agreed upon corrective action.
6. Recommend termination of the placement after three warnings should the performance problem continue.

In the event that the volunteer has come through a collaborative/sponsoring organization, the above process will be done in collaboration with the agency.



WRHA VOLUNTEER SERVICES GOOD PRACTICE GUIDELINE MANUAL

Good Practice Guideline: Volunteer Performance, Conduct and Progressive Discipline – Direct Service and Collaborative Volunteers	Reference # 4.5	Page 4 of 7
	Approved: J.Edwards	Date: 15/09/04 Reviewed/Revised: November 2011

Suspension of Placement

Where it is suspected that the volunteer has committed an offence that leads to termination, a suspension of the placement may be utilized to allow a period of investigation.

The volunteer's placement supervisor will investigate the situation with the complainant and other appropriate parties. The volunteer's placement supervisor will discuss the complaint with the Manager of Volunteer Services, the volunteer and the collaborative/sponsoring organization (if applicable) and provide the volunteer an opportunity to explain their behaviour.

The volunteer's placement supervisor will consult with the Manager of Volunteer Services prior to notifying the volunteer and the collaborative/sponsoring organization (if applicable) of the suspension.

The volunteer's placement supervisor will review the evidence with the WRHA Manager of Volunteer Services and collectively, a decision regarding disciplinary action, if any, will be made. Consideration will be given to the seriousness of the offence, the degree of certainty of the evidence, the volunteer's record of service, and precedent within the WRHA. If applicable the collaborative/sponsoring organization will be informed of the decision.

The findings of the investigation will be documented on the volunteer's file and may be included in the incident file. A copy of the documentation will be provided to the volunteer and the collaborative/sponsoring organization, if applicable.



WRHA VOLUNTEER SERVICES GOOD PRACTICE GUIDELINE MANUAL

Good Practice Guideline: Volunteer Performance, Conduct and Progressive Discipline – Direct Service and Collaborative Volunteers	Reference # 4.5	Page 5 of 7
	Approved: J.Edwards	Date: 15/09/04 Reviewed/Revised: November 2011

Termination of Placement

If suspension of the placement fails to resolve the issue or where the nature of the incident indicates, termination of the volunteer placement will be considered. This decision will be documented by the volunteer's placement supervisor, with a copy going to the Manager of Volunteer Services and a copy provided to the volunteer.

A volunteer who considers himself/herself to have had their placement suspended or terminated unfairly will address the matter with the WRHA Manager of Volunteer Services. Should further review be required, the policy pertaining to volunteers grievances will apply.



WRHA VOLUNTEER SERVICES GOOD PRACTICE GUIDELINE MANUAL

Good Practice Guideline: Volunteer Performance, Conduct and Progressive Discipline – Direct Service and Collaborative Volunteers	Reference # 4.5	Page 6 of 7
	Approved: J.Edwards	Date: 15/09/04 Reviewed/Revised: November 2011

Examples of the concerns that may lead to an oral or a written warning may include but are not limited to the following:

- Rudeness or unprofessional conduct towards clients/volunteers/staff/general public while on duty.
- Use of abusive, offensive or obscene language.
- Failure to notify, in a timely manner, and provide valid excuse to supervisory personnel of absence or lateness.
- Wasting time or loitering.
- Failure to report personal injury or property damage accidents to supervisory personnel within 48 hours of occurrence.
- Failure to follow safe working practices.
- Contributing to unsanitary conditions or poor housekeeping.
- Unauthorized use of WRHA equipment or property.
- Unauthorized use of WRHA telephone for personal long distance calls which are not permitted.
- Unauthorized entrance on premises outside the normal hours of operation.
- Entering the premises at times other than one's regular shift without permission of management or Security notification.
- Bringing visitors onto the premises during their shift without permission from management.
- Does not perform the work as required and coaching/mentoring has not been effective.
- Does not work well with other personnel.



WRHA VOLUNTEER SERVICES GOOD PRACTICE GUIDELINE MANUAL

Good Practice Guideline: Volunteer Performance, Conduct and Progressive Discipline – Direct Service and Collaborative Volunteers	Reference # 4.5	Page 7 of 7
	Approved: J.Edwards	Date: 15/09/04 Reviewed/Revised: November 2011

Examples of misconduct that may lead to suspension and/or termination of a volunteer’s placement:

- Gross negligence, i.e. actions caused through excessive carelessness which endangers the physical welfare of oneself or others, and/or subjects the WRHA or property to costly damage or abuse.
- Criminal acts, vandalism, theft
- Falsifying volunteer application
- Violation of WRHA policies including failure to comply with guidelines in assignment description.
- Falsifying information contained in reports, written statements.
- Failure to notify the Supervisor, of three consecutive shifts of absence.
- Leaving work assignment at the end of shift prior to being relieved where continuous presence is necessary for safe operation.
- Violating drug and alcohol policy.
- Unauthorized distribution or sale of WRHA property, goods or services.
- Unauthorized disclosure of confidential information.
- Possession, transfer, use or sale of all forms of narcotics, depressants, stimulants, hallucinogens or other drugs whose possession or use, transfer or sale is prohibited by law, except taking of prescribed drugs under the direction of a physician.
- Unauthorized use of, removal, theft or damage to the property of the WRHA, an employee, another volunteer, a customer or an independent contractor.
- Physical violence toward a customer/volunteer/employee or threatened physical violence.
- Harassment, including but not limited to: unwelcome advances, verbal and physical conduct with regard to race, colour, sex, national origin or ancestry, age, religion, creed, marital status, disability, where such harassment has the purpose or effect of unreasonably interfering with a persons work performance or creating an intimidating, hostile or offensive environment.
- Consistently unable to meet the minimum standards for performance of the assignment.

Source: New

Originator: Karen-Denise Cyr, Manager Volunteer Services, Jeanette Edwards, Director Community Development

Reviewed/Revised: Suzie Matenchuk, Manager Volunteer Services and Jeanette Edwards, Regional Director Primary Health Care and Chronic Disease