



CBF Volunteer Management Plan

Introduction

This Volunteer Management Plan (VMP) has been created to explain all stages of the CBF volunteer cycle including policies/planning, recruitment, induction, training, performance management and exit strategy/succession planning.

This VMP has been written to support the positive volunteering culture at the CBF. It prioritises the CBF's goals and identifies the key strategies to be implemented.

The purpose of the VMP is to:

- Connect the CBF's mission and vision with involving volunteers
- Help bring appropriate volunteers into the CBF
- Help volunteers develop a sense of commitment to the CBF
- Provide and/or plan for training and development opportunities
- Recognise and reward volunteer performance

Vision

The vision of the CBF is 'Community broadcasting is at the heart of every community.' Our vision is realised through the contribution of volunteers.

CBF Volunteer Statement

"Volunteers sit at the heart of the CBF. Their knowledge, expertise and passion for community media is central to our decision-making, ensuring our grants reflect the many perspectives, people and communities our sector serves.

Volunteers are the lifeblood of community media. Over 31,000+ volunteers ensure 450+ community media organisations around Australia inspire, inform and connect people in their communities - 24-hours a day, seven days per week. These dedicated volunteers are creative, innovative, resilient and, most importantly, driven by their desire for making a difference in their communities.

Volunteers are valued members of the CBF team. We are committed to investing in their skills, ensuring their work is purposeful and valued. We provide meaningful opportunities for our volunteers to contribute to our organisation and the sector."

For purposes of this plan, a volunteer will be defined as a person or persons who are performing a role defined by the CBF. This definition is aligned with Volunteering Australia's [definition of volunteering](#): "...time willingly given for the common good without financial gain." The roles performed may include one off and on-going roles but this does not negate the valuable contribution

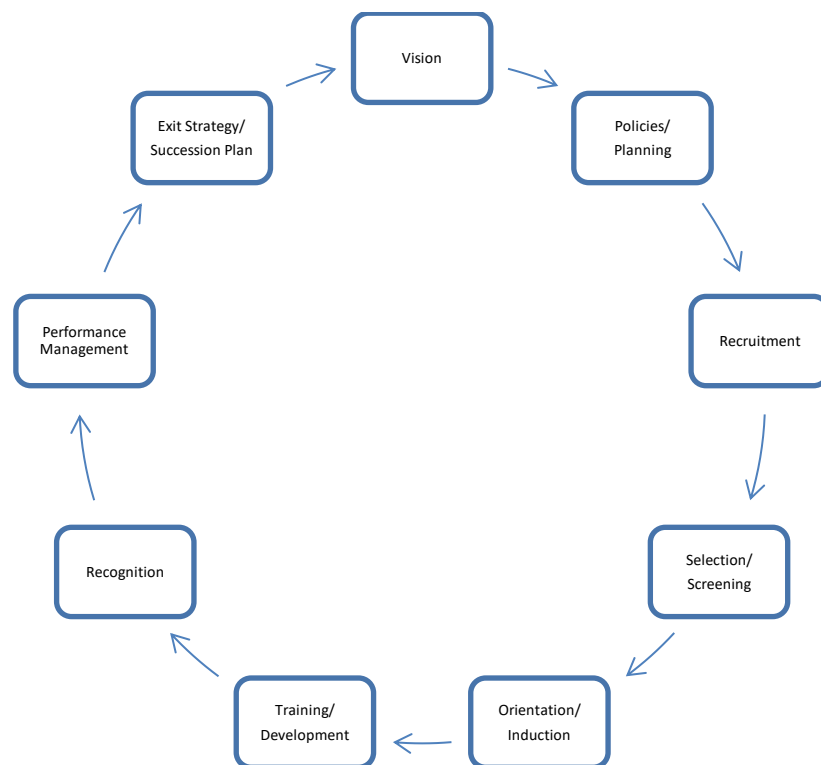
of all volunteer roles. Without each volunteer we would not be able to function as successfully as we do.

We honour the [National Standards for Volunteer Involvement](#) as described by Volunteering Australia.

This document is meant to be read in conjunction with the [policies and procedures of the CBF](#) and should also bear in mind the content of [volunteer position descriptions](#) and committee terms of reference.

The Volunteer Cycle

The following diagram illustrates the phases of the Volunteer Cycle about the life of an average volunteer. This cycle provides a framework for volunteer management and should continually be monitored/ revised, as appropriate. This plan will specifically target each of the areas of the Volunteer Cycle. It is important to note that not all phases of the Volunteer Cycle will be relevant to all volunteer roles. The level of involvement from a volunteer and the role they are in will determine which phases of the cycle they will go through.



Policies/Planning

In order to effectively manage volunteers and the relationship between volunteers and any paid staff, the CBF has the following policies in place:

- [Volunteer Recognition & Appreciation Policy](#)
- [Volunteer Professional Development Policy](#)
- [Volunteer Performance Management Policy \(including Exit Strategy\)](#)

It should be noted that while the policies above are specific to volunteers only, there are many other CBF Policies that refer to both staff and volunteers.

Recruitment

Recruitment is the process of attracting new volunteers to the CBF. However, it can also include finding new roles for existing volunteers.

The methods of recruitment currently used by the CBF include:

- Public online nominations rounds for all Board and Committee positions (including casual vacancies) open for minimum 4 weeks
- Public online nominations round for Assessor Team positions open all year round
- Targeted recruitment campaigns where specific gaps are identified
- Strategic Communications Manager prepares and oversees recruitment communications via conferences, CBF social media, CBF News, SRO news and other channels where applicable.
- Channels of communication utilised will primarily be within the community broadcasting sector but external avenues may also be used where appropriate.

The method(s) used will vary based on the requirements of the role. During the induction process, a full position description will be provided to each volunteer.

Volunteers will need to complete the following prior to commencing their role:

- A nomination form that includes personal details, diversity characteristics, skills, a code of conduct and conflict of interest declaration.

Selection and Screening

Where applicable, prospective CBF volunteers will apply for the role they are interested in via a nominations round. Appointments are considered by the HR & Nominations sub-committee of the Board with assistance from the Grants Support Team (Volunteer Manager) member via a nomination process that ensures the [CBF Diversity, Access & Equity Policy](#) is met and the required experience and skills are optimised according to the skills matrices for the Board, Committees and Assessor Team. Nominations are also considered by members of the [Nominations Advisory Group](#) made up of national sector representative organisations who provide feedback to the HR & Nominations sub-committee and the Board have final approval of all appointments.

Nominations are assessed by the HR & Nominations sub-committee and Nominations Advisory Group against the following criteria:

Skills - The nominee demonstrates appropriate skills for the role, including specialist knowledge, as detailed in the skills matrices.

Attributes - The nominee demonstrates qualities that would be beneficial to the work of our Board and advisory committees, including a commitment to fair, ethical and transparent processes, hard-worker, ability to make difficult decisions, collaborator, ability to contribute insight, creative ideas and devise innovative solutions to problems, analytical skills, attention to detail, and/or a commitment to the values of community broadcasting.

Experience - The nominee demonstrates relevant experience in a similar role, experience at a community radio or TV station, a broad understanding of the media industry, and/or experience writing or assessing grants.

Other - The nominee has sufficient time to participate with regular online access.

The CBF welcomes volunteers from the following backgrounds to apply:

- Aboriginal and Torres Strait Islander peoples
- Women
- Gender diverse people
- People with culturally and linguistically diverse backgrounds
- People with a disability
- LGBTIQ+ people
- Young people
- People from non-metropolitan areas

On appointment, all volunteers will receive as part of their Induction kit a copy of their position description so that they are aware of the duties expected of them and agree to the responsibilities of their role. In addition to agreeing to the provided position description, the Induction Kit will also contain a copy of all relevant policies and procedures.

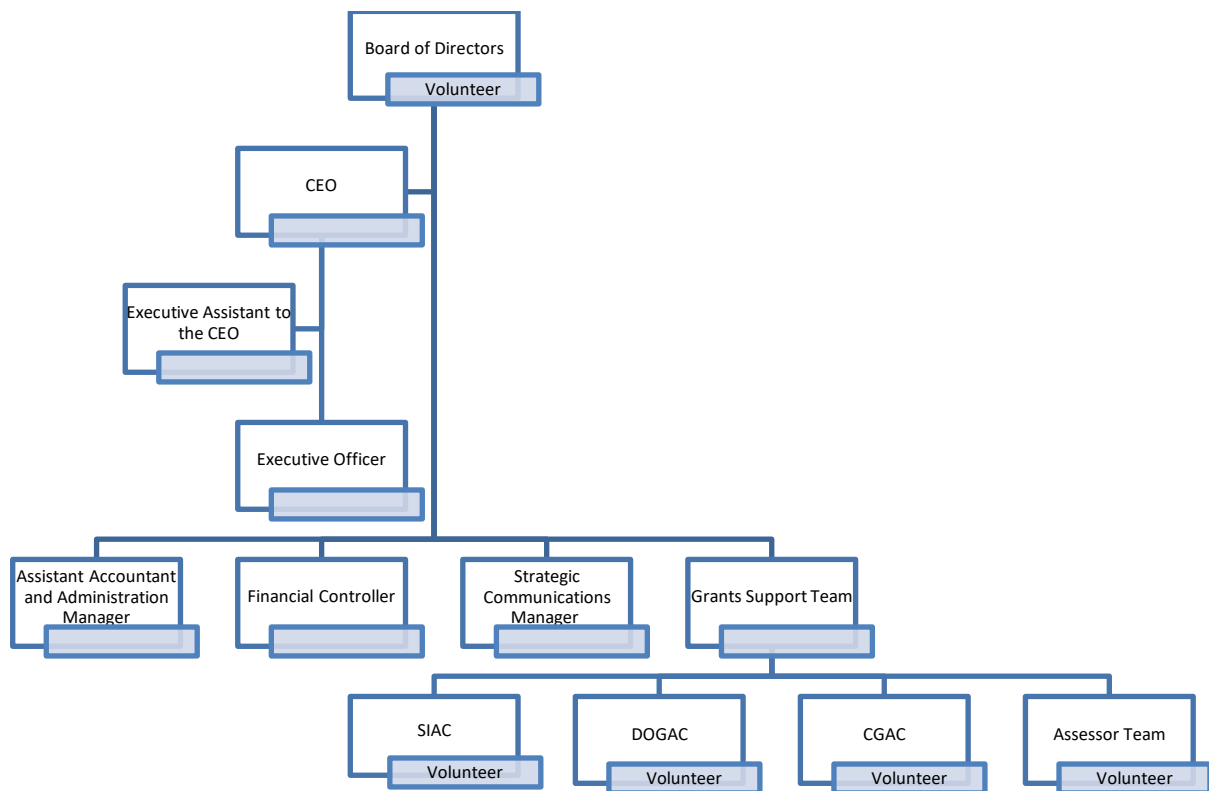
The expectations outlined for volunteers covered by documents such as [CBF Code of Conduct](#), [volunteer position descriptions](#) and committee terms of reference includes details such as:

- Hours expected for the specific volunteer role
- Behavioural expectations of a volunteer for the CBF
- Confidentiality requirements

See also [Board roles and responsibilities](#), [Grants Advisory Committee roles and responsibilities](#) and [SIAC role and responsibilities](#).

Orientation/Induction

The organisational chart for the CBF is below.



The CBF Volunteer Induction process allows volunteers to be familiarised with the CBF and the key information involved in being a part of it. This process also ensures that the CBF can outline clear expectations of volunteers, including behaviour and attitudes.

Induction for volunteers will vary based on the position. For ongoing positions, the contact person for volunteers is Grants Support Team (Volunteer Manager). They will meet with each new volunteer formally and ensure that all materials in the Induction Kit have been understood. For one off or casual volunteering, the contact person for volunteers may vary based on the role. Induction will be arranged prior to the role commencing with the designated volunteer coordinator for that role.

Training/Development

The [CBF Strategic Plan](#) states that valuing, nurturing and investing in the skills, knowledge and experience of our volunteers contributes directly to building strong foundations that help us deliver on our commitments.

In order for our volunteers to develop and maintain an engaged awareness of the evolving media landscape, the CBF is committed to providing relevant professional development opportunities for volunteers. The CBF aims to support volunteers to continuously develop their understanding and experience of the structures, practices and values of community broadcasting stations and sector organisations, as well as other professional development opportunities that will enhance their volunteer roles at our organisation.

Volunteers will be offered training and development opportunities, as available. These opportunities will be presented as a means of assisting volunteers in better performing their roles and developing their skills. If there is a different volunteer role within the CBF that a volunteer is interested in, reasonable accommodation will be made to give the volunteer opportunity to nominate to that position and to upskill/train the volunteer for that role. As we will not necessarily be aware of all training opportunities, volunteers are both encouraged and supported to independently seek out training, educational, and development opportunities for themselves.

In order to maintain a record of current skills and abilities available within the volunteer cohort, all training should be reported to Grants Support Team (Volunteer Manager) member upon completion.

As per the [CBF Diversity, Access & Equity Policy](#) – all CBF volunteers are provided with the opportunity to complete cultural competence training unless exempted due to cultural background, prior experience or learning.

Every assessment round two training tutorial videos are produced for the Assessor Team and Grants Advisory Committees – one for those assessing for the first time and one as an update for previous assessors that steps assessors through the assessment and application. The update for previous assessors explains the reasons behind changes made and aims to bring the team along with the broader CBF values around what we are seeking from applicants.

Assessor Team members are also invited to attend online Assessor skills training workshops for groups of up to 7 assessors in between rounds in July/August. These provide an opportunity for a mix of experienced and new assessors to get together and assess as a group, ask questions of each other and build their confidence and consistency.

A suite of shorter training videos for those who may not be able to attend the workshops are also made available all year round including Assessor Do's & Don'ts, How to read Financial Statements, Key assessment criteria overview.

Training for Grants Advisory Committee members is also provided to new members.

For more on training and development see [Volunteer Professional Development Policy](#)

Recognition

The contributions of all volunteers to the CBF are highly valued by our organisation. Given that a key to volunteer retention is appropriate recognition, every effort will be made to thank volunteers and recognise their contribution.

Currently, recognition is shown to volunteers using the following strategies:

- CBF Volunteer statement published on CBF website
- Reference to the importance and value of CBF volunteers in our Strategic Plan
- Reference to the importance and value of CBF volunteers in key publications – Annual Report, DITRDC report
- 'Meet our assessor' stories published on CBF website and social media

- Stories and profiles for 'National Volunteers Week' published on CBF website and social media
- CBF volunteer survey and Assessor Feedback survey conducted annually and results shared.

CBF volunteers are shown they are appreciated using the following strategies:

- Gifts for retiring Board and Committee members based on length of service
- 'Hard working assessor' mugs for first assessor to complete assessments each round
- Assessor awards following each round
- CBF badge for all retiring assessors
- Handwritten cards for illness, bereavement, weddings, babies, special occasions
- Regular communication with volunteers throughout the year
- Thankyou to volunteers for their work directly, internally and publicly.

For more on recognition see [Volunteer Recognition & Appreciation Policy](#)

Performance Management

The purpose of performance management is to assist CBF volunteers to be as effective as possible and, consequently, to facilitate the CBF in meeting its strategic objectives.

We want to ensure that all volunteers have a clear understanding of the activities they should undertake, the relative priorities, the required standards of work performance, the expected standards of values and behaviours in the workplace, and the way these standards will be measured.

Performance management is also about volunteers having their say. Do they feel adequately supported and supervised? Do they have any feedback on organisational issues? Do they feel engaged and satisfied with their work? Taking feedback seriously is one way we can recognise volunteer efforts.

The Performance Management process also has a facility for feedback to the Support Team, so that they can develop their support styles to be as effective as possible.

Volunteer Survey

An annual volunteer survey will be undertaken in November each year. The survey will include self-reflective questions to identify:

- How engaged and satisfied volunteers are with their work.
- How well volunteers feel supported and supervised.
- Ways to improve the volunteering experience at the CBF.
- Feedback on organisational priorities each year.
- Information specific to each volunteer role.

The survey responses will be collated, analysed, and published to demonstrate how volunteer feedback helps improve CBF processes, and promote the benefits of volunteering at the CBF.

Volunteer check-ins

All CBF volunteers will be encouraged to touch base with the Grants Support Team (Volunteer Manager) and/or the member of the Grants Support Team responsible for supporting the Board and Committees to discuss any issues as required.

Annual volunteer 'check-in' meetings will take place between the Grants Support Team (Volunteer Manager) and the Grants Advisory Committee Chairs to discuss how other Committee members are performing, any relevant professional development opportunities for the Chairperson and/or other committee members and any further support or issues requiring discussion.

The Grants Support Team member (Volunteer Manager) will contact all new assessors directly during their first assessment period to ensure they are on the right track and answer any questions. The Volunteer Manager will also provide assessors with feedback regarding their previous assessments and identify further training as required.

Managing Underperformance

Support Team members responsible for supporting volunteers may make an assessment at any time during the performance management cycle that a volunteer's performance needs improvement or is unsatisfactory. Where underperformance is identified, the relevant Support Team member will work with the volunteer to assist them to attain and sustain a performance standard that meets expectations. This additional support may take the form of additional 'check-ins', training, or discussions between the relevant support team member, Chairperson and Committee/Board member.

Assessor Team performance

The Grants Support Team member (Volunteer Manager) will oversee the performance management of the Assessor Team and aim to increase consistency within the assessment process and improve the quality of assessment through early identification of issues and targeted training and feedback.

The CBF acknowledges that there will always be a diversity of opinions within the Assessor Team which reflects the diversity of the community broadcasting sector, however training and feedback will aim to encourage consistency across assessment scores and comments in relation to the published assessment criteria.

The Grants Support Team member (Volunteer Manager) will:

- Analyse assessment forms following each round to identify performance issues e.g. unintended or intended bias, inconsistent scoring, 'outlier' scorers.
- Invite 'performance issue' assessors to Assessor Skills workshops.
- Provide one-on-one feedback and training where required.
- Identify 'dropouts', make contact to confirm wish to be involved and flag to de-prioritise for future rounds if necessary
- Issue additional warnings to assessors who continue to demonstrate performance issues following advice and additional training.
- Dismiss assessors who fail to improve their performance after additional training, feedback and repeated warnings

Exit Strategy/Succession Plan

All CBF volunteers must sign the [CBF Code of Conduct](#) before commencing work with our organisation. It incorporates general advice on the common and corporate law responsibilities of Directors; the CBF's Conflict of Interest Policy for the information of Directors, Committee and Assessor Team members, and a Code of Conduct Statement committing Directors, Committee and Assessor Team members to supporting better practice in grant making.

Some organisations opt to include instant dismissal in a policy and procedure, if an event is serious enough to justify this, while others opt for suspension, followed up by a formal meeting with the people involved. Whenever a volunteer is dismissed, it is important not just to deal with the issue at hand, but to look at what took place leading up to the event and regard it as a learning opportunity which may help prevent similar occurrences in the future².

The following process identifies the measures to be undertaken when CBF staff or volunteers identify a breach of the code of conduct by a volunteer (resulting in dismissal as the worst-case scenario).

- Breach identified by CBF staff or other volunteers;
- Breach discussed in a meeting between staff or volunteer who has identified a breach with the Executive Officer and CEO;
- Executive Officer and CEO to investigate the alleged breach further if necessary;
- Volunteer invited to a meeting with the Executive Officer and CEO to be informed of the alleged breach and given the opportunity to give their version of events;
- Executive Officer and CEO to identify the severity of the breach and determine whether to issue the volunteer with a warning or to dismiss the volunteer;
- Volunteer officially warned by the CEO with reference to evidence of the breach and clear information regarding actions to be undertaken as the result of any future breaches;
- If the breach is determined to be severe and/or following repeat breaches by the volunteer, the volunteer will be dismissed.
- Executive Officer, CEO and staff or volunteers involved in identifying the breach (where appropriate) to have a follow-up meeting to discuss what can be learned from the warning or dismissal.

At all times of the Volunteer Cycle, CBF staff must ensure that they are approachable and communication is open. However, it is important to ensure that the Grants Support Team (Volunteer Manager) member is kept as the primary contact for volunteers and informed of relevant communication between staff and volunteers. Staff should also let volunteers know when information will be passed on to Grants Support Team (Volunteer Manager) member to ensure transparency and that trust is maintained.

Should a volunteer choose to cease volunteering with the CBF, the Grants Support Team (Volunteer Manager) member will ask them for the reasons they are no longer volunteering. While in many cases the reason(s) may be unavoidable, they may help the CBF improve its volunteer program by identifying gaps in the Volunteer Management Program and in monitoring the support given to volunteers by paid staff or fellow volunteers. This feedback will be gathered, when possible, through an Exit survey. This will help ensure that the volunteer completes their role in a positive manner and the CBF can plan for the continuation of the role they were performing.

Volunteer succession planning is managed by the HR & Nominations sub-committee of the Board with assistance from the Grants Support Team (Volunteer Manager) member and includes the following processes:

- Grants Support Team (Volunteer Manager) member identifies as early as possible when a Board or Committee member does not intend to renominate
- Identification of the skills and diversity gaps presented when Board, Committee and Assessor Team members retire
- Direct encouragement to current members of the Assessor Team or other nominees with the appropriate skills and diversity to nominate to Board and Committee positions where appropriate

For more on performance management see [Volunteer Performance Management Policy \(including Exit Strategy\)](#)