

Haliburton County Radio Association  
Volunteer/Employee Policies & Procedures

Section 3 – Management

<b>Section Heading:</b> Volunteer/Employee Mgt	<b>Section Number:</b> VM
<b>Subsection:</b> Management Cycle	<b>Subsection Number:</b> 3
<b>Policy Title:</b> Recruitment	<b>Policy Number:</b> 1

**Policy Statement:** Canoe FM values our dedicated volunteers and recognizes that they are essential to the ongoing operation and success of the organization. Volunteer recruitment is ongoing.

**Purpose:** To recruit people with the best match for specific positions.

Station Manager

Recruitment:

- reflects the goals of client-focused, community driven and quality based service delivery.
- uses a variety of creative recruiting methods that recognize and respond to changing social and economic trends.
- may reject an applicant as a result of information gained through any of the steps in the screening process (including police records checks).

Develops position descriptions prior to recruitment (including responsibilities; qualifications if applicable; hours required; screening requirements based on risk audit of the position; orientation, limitations of the position, training and supervision required).

Ensures all recruitment strategies define the expectations of the positions and screening requirements.

Includes a request for people to volunteer, according to their skills, areas of interest and the organization's needs at all formal presentations.

Targets recruitment to the audiences most likely to have the skills and interests matching the available positions,

Haliburton County Radio Association  
Volunteer/Employee Policies & Procedures

Section 3 – Management

<b>Section Heading:</b> Volunteer/Employee Mgt	<b>Section Number:</b> VM
<b>Subsection:</b> Management Cycle	<b>Subsection Number:</b> 3
<b>Policy Title:</b> Screening	<b>Policy Number:</b> 2

<b>Policy Statement:</b> All Canoe FM volunteer/employees are subject to a screening process based on the risk inherent in the position.
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**Purpose:** To enhance the success and safety of services to the community, organization and individuals.

Station Manager

Ensures that complete descriptions of all positions are available to prospective volunteers/employees.

Ensures a audit is conducted on each position, and subsequently when there is a change to a component of a position. To include the following elements:

- nature of the role and activity
- setting
- degree of supervision.

Determines and undertakes the relevant screening steps which will apply to each position based on the risk audit, and communicates the information to prospective volunteers/employees

Screening includes a police background check.

Ensures that decisions made in the screening process are based on the position, and not the individual, and are consistent with organization policy and procedures and with Human Rights.

Conducts an exit interview when an individual leaves the organization.

Documents exit reasons.

Provides letter of thanks unless the individual has been suspended or terminated.

Follows up with any issues/concerns identified within the organization as a result of an exit interviews.

Haliburton County Radio Association  
Volunteer/Employee Policies & Procedures

Section 3 – Management

<b>Section Heading:</b> Volunteer/Employee Mgt	<b>Section Number:</b> VM
<b>Subsection:</b> Management Cycle	<b>Subsection Number:</b> 3
<b>Policy Title:</b> Probation	<b>Policy Number:</b> 3

<b>Policy Statement:</b> Canoe FM has a probation period for volunteer/employees.
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**Purpose:** To evaluate whether the person has the personal and job related skills and commitment required for the position.

Station Manager

The probation period shall be three (3) months for volunteer/employees, unless otherwise designated by the Board of Directors.

Ensures all volunteer/employees receive appropriate orientation and training required for their position.

Deals immediately with any performance issues and makes suggestions for improvement with the individual. Documents any such discussions.

Encourages each volunteer/employee to discuss any issues that affect his/her performance, including anything that might be an impediment to that performance. Where possible, attempts to resolve impediments to performance.

Completes annual performance evaluations for employees, and as required for volunteers.

Discusses performance evaluation with the individuals.

Documents in the volunteer/employee's file the results of the probation period.

Haliburton County Radio Association  
Volunteer/Employee Policies & Procedures

Section 3 – Management

<b>Section Heading:</b> Volunteer/Employee Mgt	<b>Section Number:</b> VM
<b>Subsection:</b> Management Cycle	<b>Subsection Number:</b> 3
<b>Policy Title:</b> Orientation and Ongoing Education/Training	<b>Policy Number:</b> 4

**Policy Statement:** All Canoe FM volunteer/employees will receive orientation and specific training for the position they are undertaking prior to providing a service. Ongoing training will be made available to assist volunteer/employees progress and to teach new skills.

**Purpose:** To help ensure that volunteer/employees have the knowledge, skills and ability to carry out the requirements of their position in a competent and effective way.

- |                    |   |
|--------------------|---|
| Board of Directors | <p>Provides training and development opportunities for the Station Manager.</p> <p>Provides the Station Manager with tools necessary to supply orientation, education and training to volunteer/employees.</p>  |
| Station Manager    | <p>Ensures volunteer/employees receive orientation and on-going education and training.</p> <p>Ensures that orientation and training completed is documented in each volunteer/employee’s file</p> <p>Has volunteer/employee sign a form acknowledging:</p> <ul style="list-style-type: none"> <li>• orientation/education/training received</li> <li>• his/her understanding of the expectations for their position</li> </ul> <p>Identifies and recommends appropriate educational opportunities.</p> <p>Evaluates the effectiveness of the orientation and training sessions to identify areas of strengths and improvement.</p> <p>Develops educational/training plan to maximize development of volunteer/employees.</p> <p>Incorporates a variety of training methods, including mentoring.</p> <p>Obtains education/training suggestions from volunteer/employees.</p> |

Haliburton County Radio Association  
Volunteer/Employee Policies & Procedures

Section 3 – Management

Authorizes funding requests for outside training sessions where appropriate.

Volunteer/Employees

Submits requests for funding to attend outside training sessions to the Station Manager.

Takes advantage of relevant education/training opportunities provided.

Haliburton County Radio Association  
Volunteer/Employee Policies & Procedures

Section 3 – Management

<b>Section Heading:</b> Volunteer/Employee Mgt	<b>Section Number:</b> VM
<b>Subsection:</b> Management Cycle	<b>Subsection Number:</b> 3
<b>Policy Title:</b> Support, Supervision and Performance Review	<b>Policy Number:</b> 5

**Policy Statement:** All Canoe FM volunteer/employees shall receive ongoing supervision and performance reviews depending on the position and the specific needs of the individual.

**Purpose:** To monitor the quality of service provided and to provide feedback for continuous improvement.

Station Manager                      Offers support, encouragement, direction and constructive feedback to volunteer/employees on a regular basis.  
Documents accomplishments, compliments, complaints and incidents in volunteer/employees' files.  
Provides ongoing supervision/monitoring through a variety of means such as team meetings, one-on-one meetings, and monitoring of work performance and on-air shows

Haliburton County Radio Association  
Volunteer/Employee Policies & Procedures

Section 3 – Management

<b>Section Heading:</b> Volunteer/Employee Mgt	<b>Section Number:</b> VM
<b>Subsection:</b> Management Cycle	<b>Subsection Number:</b> 3
<b>Policy Title:</b> Recognition of Volunteer/Employees	<b>Policy Number:</b> 6

<b>Policy Statement:</b> Canoe FM recognizes volunteer/employees in ways that are “appropriate and meaningful”.
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**Purpose:** To promote volunteer/employee appreciation and to recognize their importance to the organization.

Board of Directors                      Attends volunteer/employees recognition events to show appreciation for their services.

Station Manager                      Plans and conducts ongoing recognition activities such as:

- annual breakfast/lunch events
- annual thank-you gift
- regular updates and recognition in newsletters
- certificates, plaques
- daily recognition e.g. snacks, birthday cards and verbal thank you/feedback
- training and supervision.

Recognition Award recipients are recommended by the Station Manager and selected in consultation with the Board of Directors for acknowledgement of outstanding service.

Attends volunteer recognition events to show appreciation and to acknowledge other volunteers.

Shares updates on organizational developments, future plans, etc.

Haliburton County Radio Association  
Volunteer/Employee Policies & Procedures

Section 3 – Management

Promotes the satisfaction of volunteers by:

- valuing the volunteer's role in the organization
- keeping volunteers interested and challenged in their work
- making maximum use of each volunteer's availability.  
e.g. short assignments, flexible hours, team volunteering, leave of absence
- recognizing volunteer accomplishments
- responding to volunteer needs
- promoting effective communication strategies
- ensuring volunteer participation/representation in the development, implementation and evaluation of all services provided by the organization



Haliburton County Radio Association  
Volunteer/Employee Policies & Procedures

Section 3 – Management

<b>Section Heading:</b> Volunteer/Employee Mgt	<b>Section Number:</b> VM
<b>Subsection:</b> Management Cycle	<b>Subsection Number:</b> 3
<b>Policy Title:</b> Discipline/Dismissal	<b>Policy Number:</b> 7

**Policy Statement:** All volunteer/employees are expected to perform their duties as outlined in Canoe FM’s policies and procedures manual in a competent and effective manner. Failure to do so may result in dismissal. All volunteer/employees are entitled to due process.

**Purpose:** To protect the community, volunteer/employees, the organization and to provide an effective service.

Volunteer/employees may be suspended or dismissed under circumstances including, but not limited to:

- fraud, vandalism, theft, sexual assault, harassment
- breach of confidentiality
- benefiting from conflicts of interest

**Board of Directors** Is the avenue of appeal available to volunteer/employees in cases of dismissal. (See Appeals Policy)

**Station Manager** Ensures new volunteer/employee have received orientation and on-going training on the policies and procedures of the organization

Ensures positive and negative documentations are included in the volunteer/employees file. Includes results of probationary period screening, mentoring reports, supervisory issues, disciplinary incidents and actions taken.

Considers advice from a human resource specialist and/or lawyer if appropriate in the event of an incident that could lead to dismissal.

Promotes safety for volunteer/employees, and takes appropriate steps to protect staff and the organization from possible negative outcomes of a dismissal.

Advises the Board of Directors when a volunteer/employee has

Haliburton County Radio Association  
Volunteer/Employee Policies & Procedures

Section 3 – Management

been disciplined, suspended or dismissed

Informs all staff when a volunteer/employee has been suspended or dismissed.

Obtains any relevant organization information/ equipment from a suspended or dismissed volunteer/employee e.g. keys, client files.

Reports incident to appropriate authorities as necessary.

**Progressive Disciplinary Procedure:**

Progressive discipline may be followed for similar actions and incidents, or in cases where the behavior is different from a previous incident but of similar severity.

**Verbal Warning**

Is a written record of a verbal discussion initiated by the Station Manager with a volunteer/employee regarding an issue. The issue has usually, but not always, been identified as a problem in previous verbal discussions or in a Performance Review.

Procedure:

The Station Manager will:

1. Ensure that the incident is documented and an investigation is conducted.
2. Speak to the volunteer/employee in private and give an opportunity to explain the behavior.
3. Consider the circumstances: e.g. lateness due to inclement weather.
4. If performance is found to be unsatisfactory:
  - May verbally warn the volunteer/employee, and
  - Informs volunteer/employee of expected future behavior.
  - Advises the volunteer/employee that this is the first step in the Disciplinary Procedure and that failure to correct the problem will result in further discipline.
  - Place documentation in the volunteer/employee file regarding the action taken and the resolution. The volunteer/employee will be given a copy.
5. Ensure a monitoring period is in place.

**Written Warning**

Should the monitoring period result in the volunteer/employee's failure to correct his/her behaviour, the matter proceeds to a written warning.

Haliburton County Radio Association  
Volunteer/Employee Policies & Procedures

Section 3 – Management

Procedure:

The Station Manager will:

1. Ensure that the incident is documented and an investigation is conducted
2. Speak to the volunteer/employee in private and give an opportunity to explain the behavior. If not satisfactory, arrange for a management witness or a member of the Board of Directors to take minutes.
3. Advise the volunteer/employee that they have the right to have a witness present.
4. If performance is found to be unsatisfactory, issue the volunteer/employee a letter stating that:
  - They are being given a written warning for [problem/conduct] on [date].
  - Informs the volunteer/employee of expectations.
  - Failure to correct the problem in a reasonable amount of time, will result in further discipline up to and including a suspension and/or termination
  - The volunteer/employee is given the original and the copy is retained in the volunteer/employee's file for future reference.
5. A monitoring period of one (1) year follows, unless there is a reoccurrence of the same incident,

**Final Warning**

Is a written warning and may include a suspension or termination of the volunteer/employee's services.

Procedure:

The Station Manager will:

1. Ensure that the incident is documented and an investigation is conducted.
2. Offer the volunteer/employee an opportunity to explain the incident. If not satisfactory, arrange for a management witness or a member of the Board of Directors to take minutes.
3. Advise the volunteer/employee that they have the right to have a witness present.
4. If the behavior is found to be unsatisfactory, issue a warning letter stating that:
  - This is a final warning issued for [problem/conduct] on [date].
  - You are to [explicit explanation].
  - If you do not restore your performance to a satisfactory level and sustain the improvement, it shall become necessary to dismiss volunteer/employee services.

Haliburton County Radio Association  
Volunteer/Employee Policies & Procedures

Section 3 – Management

<b>Section Heading:</b> Volunteer/Employee Mgt	<b>Section Number:</b> VM
<b>Subsection:</b> Management Cycle	<b>Subsection Number:</b> 3
<b>Policy Title:</b> Appeal Process	<b>Policy Number:</b> 8

**Policy Statement:** If an issue arises, all efforts will be made to resolve the issue quickly and fairly. If the issue is not resolved to the satisfaction of all parties, the volunteer/employee will be advised of his/her right to request an Appeal Panel Review.

**Purpose:** To provide an opportunity for review and resolution of complaints made by volunteer/employee.

**Station Manager** Documents all complaints made by volunteer/employees using the Incident Report Form.

If a resolution is not reached, informs the Board of Directors that an appeal has been requested. Sends the volunteer/employee a letter with a copy of the Volunteer/Employee Management policies and procedures including the Appeal Procedure, and Volunteer/Employee Appeal Form.

**Appeal Panel** The Appeal Panel will consist of the Board of Directors.

**Board of Directors** The President will convene a hearing within 30 days of receipt of the written request for appeal, including the volunteer/employee’s consent to release information, unless the parties agree to a postponement.

Volunteer/employee’s and/or their spokesperson(s) (up to a maximum of 3 persons) may be present at the hearing. Canoe FM representatives may include staff or any other resource person with knowledge or expertise relevant to the situation.

**Appeal Panel**

1. Affirms the decision and gives a written notice of the affirmation to the volunteer/employee; or
2. Rescinds the decision and gives a written notice of the rescission to the volunteer/employee or
3. Rescinds the decision, substitutes a new decision in its place and gives a copy of the new decision to the volunteer/employee.

Haliburton County Radio Association  
Volunteer/Employee Policies & Procedures

Section 3 – Management

The volunteer/employee will be advised verbally of the outcome within 10 business days of the Appeal Panel hearing. A written summary will be forwarded to the volunteer/employee as soon as possible after rendering the decision.

Confidentiality

All proceedings are strictly confidential. During the meeting, the use of audio or visual recording devices is not permitted. No media representatives are permitted to be present during the meeting.

Haliburton County Radio Association  
Volunteer/Employee Policies & Procedures

Section 3 – Management

<b>Section Heading:</b> Volunteer/Employee Mgt	<b>Section Number:</b> VM
<b>Subsection:</b> Management Cycle	<b>Subsection Number:</b> 3
<b>Policy Title:</b> External Complaints	<b>Policy Number:</b> 9

**Policy Statement:** All listener complaints will be resolved using a process that aligns with NCRA and CRTC guidelines

**Purpose:** Listener complaints will be dealt with in accordance with NCRA and CRTC guidelines and the right to appeal decisions will be discussed with a complainant.

**Procedure:**

Board of Directors	Acts as an appeal panel when resolution of a complaint is not reached.
Station Manager	Will be the first point of contact in resolving complaints.  Will inform all parties of the details of the complaint and negotiate a resolution.  Will advise all parties of the appeal process.  Will ensure that all documentation is completed and filed appropriately.  Should a complaint not be satisfactorily resolved, the Station Manager shall consult with the President of the Board in attempt to resolve the complaint.
Complainant	Should a complaint not be satisfactorily resolved, or the complainant does not agree to the Station Manager's decision, may appeal to the Board of Directors at their next regular scheduled meeting, and/or to lodge a complaint with the CRTC.
Volunteer/employee	A volunteer or employee against whom a complaint has been made will have the right to be heard throughout the process.

Haliburton County Radio Association  
Volunteer/Employee Policies & Procedures

Section 3 – Management

<b>Section Heading:</b> Volunteer/Employee Mgt	<b>Section Number:</b> VM
<b>Subsection:</b> Management Cycle	<b>Subsection Number:</b> 3
<b>Policy Title:</b> Live Performance Waiver	<b>Policy Number:</b> 10

**Policy Statement:** It is essential to protect Canoe FM from liability regarding copyright violations arising from the broadcast of live performances

**Purpose:** To protect Canoe FM from liability regarding copyright violations arising from the broadcast of live performances

Station Manager

Ensures that a suitable performance waiver is dated and signed before permitting a live or pre-recorded live performance to be aired on Canoe FM.

Ensures that all on-air hosts and producers are aware of the policy and have access to performance waiver forms.

Haliburton County Radio Association  
Volunteer/Employee Policies & Procedures

Section 3 – Management

<b>Section Heading:</b> Volunteer/Employee Mgt	<b>Section Number:</b> VM
<b>Subsection:</b> Management Cycle	<b>Subsection Number:</b> 3
<b>Policy Title:</b> Personal Vehicle Usage & Liability	<b>Policy Number:</b> 11

**Policy Statement:** Canoe FM will maintain adequate third party liability insurance and ensure volunteer/drivers have personal third liability insurance when driving their personal vehicle on Canoe FM business. Drivers will be reimbursed for the usage of their personal vehicles on Canoe FM business.

**Purpose:** To inform members of the organization of the third party liability insurance coverage carried by Canoe FM, requirements for same by the volunteer/employees, and the reimbursement policy for use of personal vehicles on Canoe FM business.

**Board of Directors**            Reviews the amount of reimbursement for volunteer/employee personal vehicle usage as recommended by the Station Manager.

**Station Manager**

- Recommends changes to the reimbursement amount for personal vehicle usage to the Board for approval as needed.
- Informs volunteers/employees of the third party liability insurance coverage carried by Canoe FM.
- Reviews insurance required and updates annually.
- Ensures volunteer/employees carry personal third party liability insurance and notify their broker/insurer they are driving their personal vehicle on Canoe FM business.
- Ensures volunteer/employees sign a waiver. The waiver will state they have a valid driver’s license, the required amount of insurance, have notified their broker/insurer and are aware that Canoe FM is not responsible for any action contravening the Ontario Highway Traffic Act.
- Informs volunteer/employees of the amount of reimbursement of their travel costs.
- Monitors claims made and make recommendations regarding



Haliburton County Radio Association  
Volunteer/Employee Policies & Procedures

Section 3 – Management  
appropriate insurance requirements for volunteer/employees.

Identifies and takes action to reduce claims.

Volunteer/employees: Immediately reports to the Station Manager any occurrence where organization insurance may be involved.

Completes necessary forms within required timeframe.

Supplies copies of their driver's license and the front page of their insurance policy to the Station Manager.

Signs and returns the waiver after they are able to complete the conditions 3 in the waiver.

Haliburton County Radio Association  
Volunteer/Employee Policies & Procedures

Section 3 – Management

<b>Section Heading:</b> Volunteer/Employee Mgt	<b>Section Number:</b> VM
<b>Subsection:</b> Management Cycle	<b>Subsection Number:</b> 3
<b>Policy Title:</b> Public Service Announcements	<b>Policy Number:</b> 12

<b>Policy Statement:</b> Canoe FM will provide a forum to broadcast community events at no cost to the community organization.
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- Purpose:** Canoe FM will broadcast local community Public Service Announcements (PSA's) for events sponsored by:
- Registered Not for Profits
  - Registered charities
  - Recognized service clubs and property owners associations
  - Church groups
  - Local governments and committees
  - Other community announcements of interest, subject to the approval of the Station Manager or designate.

Station Manager	Will set guidelines for Public Service Announcements
	Will approve all Public Service Announcements.
On-air Hosts	Read only approved Public Service Announcements approved by the Station Manager or designate
	Read only Public Service Announcements from local organizations that follow the above guidelines
	Bring to the attention of the Station Manager any Public Service Announcements that do not follow the above guidelines

Haliburton County Radio Association  
Volunteer/Employee Policies & Procedures

Section 3 – Management

<b>Section Heading:</b> Volunteer/Employee Mgt	<b>Section Number:</b> VM
<b>Subsection:</b> Management Cycle	<b>Subsection Number:</b> 3
<b>Policy Title:</b> Recorded Promotions	<b>Policy Number:</b> 13

**Policy Statement:** Canoe FM will provide the community with a forum to promote events and broadcast public information at no cost to the community.

**Purpose:** Canoe will record and air promotions for events that are:

- Sponsored by Canoe FM
- Approved by the Station Manager
- Contain information about Canoe FM
- Other pre-recorded promotions received from other organizations that are approved.

Station Manager  
(or designate)

Approve all promotions that are to be recorded and aired

Ensure that only approved promotions are recorded and aired

Volunteer/Employee

Bring to the attention of the Station Manager any promotions that do not adhere to the above guidelines

Haliburton County Radio Association  
Volunteer/Employee Policies & Procedures

Section 3 – Management

<b>Section Heading:</b> Volunteer/Employee Mgt	<b>Section Number:</b> VM
<b>Subsection:</b> Management Cycle	<b>Subsection Number:</b> 3
<b>Policy Title:</b> Property	<b>Policy Number:</b> 14

**Policy Statement:** Canoe FM owned equipment will be managed and controlled in a safe and secure manner.

- |                       |   |
|-----------------------|---|
| Station Manager       | Will oversee to ensure that all broadcast equipment inventory is recorded on a master list, is accounted for and stored in a safe and secure manner.  |
| Production Technician | Will ensure that all broadcast equipment inventory is recorded on the master list, and that all broadcast equipment is accounted for and stored in a safe and secure manner.  |
| Volunteer/Employee    | <p>Must have permission from the Station Manager to check out Canoe FM equipment</p> <p>Ensure all equipment used on assignment/remotes properly recorded on the sign out/sign in form.</p> <p>Inspect and report any defects, damage, missing parts, missing equipment, etc. and ensure they are noted on the checkout sheet when signing out equipment.</p> <p>Safeguard equipment at all times. Equipment must not be left or stored in an unattended vehicle for any reason.</p> <p>Must be qualified to use equipment or ask for and receive additional training before checking out equipment</p> <p>All equipment must be returned in the condition it was received. Damaged or lost equipment must be reported immediately. Cables and wires must be neatly coiled and wrapped and any grass, dirt/mud cleaned off of all equipment.</p> <p>Has full responsibility for any personal property brought onto Canoe FM premises.</p> |

Haliburton County Radio Association  
Volunteer/Employee Policies & Procedures

Section 3 – Management

<b>Section Heading:</b> Volunteer/Employee Mgt	<b>Section Number:</b> VM
<b>Subsection:</b> Management Cycle	<b>Subsection Number:</b> 3
<b>Policy Title:</b> Email Voting	<b>Policy Number:</b> 15

**Policy Statement:** Canoe FM will comply with the Ontario Corporations Act R.S.O. 1990 c. C.38 with regards to resolutions outside the boardroom.

**Purpose:** To ensure that the Board of Directors of Canoe FM are able to vote on motions by email.

- Procedure
1. Any vote taken using this policy has the same effect as a vote taken at a Board of Directors meeting, and becomes a part of the recorded minutes of Canoe FM
  2. All communications will be sent to all Directors.
  3. Each sender of an e-mail message will include his/her name at the end of a message.
  4. Any Director may make a motion.
  5. Motions should be worded in draft and sent to the President. The word MOTION is to be inserted in the subject line of the email.
  6. A “second” of a motion should be sent to the President within 24 hours. The first correspondent will be the seconder of the motion.
  7. The President opens the seconded motion for discussion within 48 hours.
  8. An amendment may be emailed to the Directors at any time during the debate period.
  9. A second to the amendment is required.
  10. The President opens the seconded amendment for debate and re-issues a timeline, if necessary.
  11. At the beginning of the voting period, the President posts the motion, including any amendments.
  12. Motions must have a unanimous vote. An absentee or abstention counts as a no vote.
  13. All Directors must sign and date the email motion form (sample attached) emailed as an attachment to the motion and send it to the President to finalize the vote. The motion is in effect when the last

Haliburton County Radio Association  
Volunteer/Employee Policies & Procedures

Section 3 – Management

Director signs the email sent form.

14. The Secretary compiles all the email motion forms and files them in the Canoe FM's records and records the wording of the motions, voting results, and date of the final vote in the formal minutes.

**Matters Not To Be Dealt With by Email Voting:**

- Changes to Canoe FM's Bylaws
- Requests of a Director of the Corporation for indemnification by the Corporation
- Removal of a Director
- Discipline of an Employee or Volunteer
- Conflict of Interest issues or confirmation of a contract with Corporation members despite declaration of conflict of interest
- Approval of Auditor

**E-Mail Motion Form** (To filled in and returned by email as soon as possible or at the latest, " time and date".

Motion: I, name of person making the motion, move that "motion"

Seconded by name of second

Ballot for Vote (All Board Members must vote to pass above motion)

I, name of Board Member, consent to the above motion and vote yes or no.

Signed: First and Last Name of Board Member Date: Day voted

Haliburton County Radio Association  
Volunteer/Employee Policies & Procedures

Section 3 – Management

<b>Section Heading:</b> Volunteer/Employee Mgt	<b>Section Number:</b> VM
<b>Subsection:</b> Management Cycle	<b>Subsection Number:</b> 3
<b>Policy Title:</b> Mentoring of On-Air Volunteers	<b>Policy Number:</b> 16

**Policy Statement:** Canoe FM’s on-air volunteers will be assigned a peer mentor for training purposes. The process will be a minimum of three months. Frequency of mentoring will depend on the Mentees actual air time

**Purpose:** To enhance the Mentees confidence and skill

Board of Directors – Program Committee

Designates a mentoring leader to co-ordinate and train Mentors

Station Manager

Co-ordinates with the Program Committee to identify and assign Mentors.

Provides the Mentee’s voice test to the Mentor

Ensures any documentation of Mentor feedback are placed in the Mentee’s file

Any pertinent observations and interactions regarding the Mentee shall be shared with the Mentor

Mentors

Reads and agrees to the Canoe FM Mentoring Process

Meets with Mentee to describe the process and reasons for mentoring.

Observes and/or listens to the Mentees show and provides feedback with copy to the Station Manager.

Shares their strengths, weaknesses and opportunities with the Mentee

Mentees

Informs the Mentor when he/she will be on the air so the Mentor can observe/listen

Volunteer/Employees

With concerns or feedback shall contact the Station Manager or Mentor ONLY.