

Idaho Department of Parks & Recreation

How to Succeed With Volunteers A Guide for Staff

Volunteer Management Guidelines for Idaho Department of Parks & Recreation

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1. Introduction

From the Director

Dear Volunteer Supervisor:

Our volunteer workforce makes up a substantial amount of our total staff during the spring and summer months. This has allowed us to spend every cent available to us through our budget process and extend that budget to: accomplish tasks that would otherwise not get done, enable paid employees to embark on new projects, and to provide a personal touch to the services we provide. Volunteers do remarkable things and provide critical services to our customers by working as: Campground Hosts, Artists, Astronomers, Maintenance Workers, Groundskeepers, Recreation Program Organizers, Handyman Duties, Teachers, Historical/Natural Interpreters, and many others.

The job of volunteer supervision, unlike many others in our agency, has the potential to reach people all over the world, of all ages, genders, and diversity. A good supervisor understands that work can be a highly meaningful and rewarding activity, that it provides individuals an opportunity to make a difference, grow, and be challenged to give one's best. This is particularly true with volunteers who have chosen to **give** their time. Their greatest rewards come from the work they do, not from the pay they receive. Volunteers will look to you for support, direction, answer to questions, to mediate conflict, and to promote team spirit. No matter how motivated they are when they come to you they still need leadership, direction, praise, encouragement, and feedback on performance.

This guide was written from your suggestions and from your experiences, as well as information from many volunteer management resource experts. It will provide you with tips on designing fun, useful jobs for volunteers. It will assist you in finding the right volunteers for your jobs, suggestions for hiring, supervising, recognizing, and evaluating volunteers.

I urge you to study it carefully and use it to make your volunteer program the very best it can be. Coupled with regional Volunteer Management training this will become an invaluable tool for you and your staff. Just as with employee supervision, there are crucial methods and official policies to follow. But somewhere in between is the way it actually is for your programs. This guide aims to strike a meaningful balance between policy and local practices and to provide you with guidelines and volunteer management suggestions. In addition, I urge you to contact our Volunteer Services Coordinator with any additional comments, questions, or suggestions you have for making our Volunteer Program better.

Thanks so much for all you do!

A handwritten signature in black ink that reads "Nancy Merrill". The signature is written in a cursive, flowing style.

IDPR Volunteer Services Program Mission

The Idaho Department of Parks & Recreation Volunteer Services Program fosters highly effective volunteer engagement throughout all state parks and programs. We strive to attract and involve multiple resources from local, statewide, and international communities in order to enhance the quality of life for Idahoans. The achievement of the goals of IDPR is best served by the active participation of citizens of the community. To this end, IDPR accepts and encourages the involvement of volunteers at all levels in the department and within all appropriate programs and activities. All staff members are encouraged to assist in the creation of meaningful and productive roles in which volunteers might serve and to assist in recruitment of volunteers from the community.

Philosophy:

We believe that Idaho State Parks and Recreation programs serve as a catalyst within their communities to create a climate for developing leisure-time activities that enhance the quality of life and meet the basic needs shared by all human beings. These include: a need to belong, to achieve, to be recognized, to have status, to acquire and use skills, and to have a creative outlet. We also believe that volunteers enhance our ability to offer a quality recreation program in Idaho. Volunteers offer our staff years of experience, skills, and talents. They are a crucial component of our workforce.

Goals:

The goals of the Volunteer Services Program are:

- ✘ To create State Parks & Recreation advocates and stewards who believe in and support our mission.
- ✘ To give an added personal touch to the services we provide our customers.
- ✘ To provide outreach to the communities where our facilities and programs are located.
- ✘ To create a channel for community input into our facilities and programs.
- ✘ To provide positive opportunities for individuals to “give something back” to their community.
- ✘ To enable IDPR to respond to offers of assistance from the public.
- ✘ To engage needed skills or expertise in certain areas when resources are simply not there to make a staff appointment.
- ✘ To build linkages to and partnerships with other local, state, and federal entities.
- ✘ To allow IDPR to spend every cent available through our budget process and then extend that budget beyond anything we could otherwise afford.

Current IDPR Volunteer Programs

Host Program

For at least fifty-five years, volunteers have served as ambassadors in Idaho state park campgrounds, interpretive & visitor centers, and at entrance stations. In most cases, the term “host” is used to describe a couple or an individual who temporarily lives on-site in the park or on other IDPR property. Hosts agree to perform specific tasks as outlined in a position description written specifically for the job they perform. These volunteers usually provide their own recreational vehicle housing and agree to stay a minimum of 30 days and work 20-30 hours/person/week. After being placed in a park, they receive free access to an RV pad or campsite with varying degrees of hookups. These volunteers are also given an orientation to the facility, job training, a uniform, recognition, and ongoing evaluation. Hosts should be supervised by the employee who has direct responsibility for the particular site at which they are located.

Campground Hosts

Campground hosts live in their own recreational vehicles as they perform their work in the park. They are contracted to work a minimum of 30 days to year round assignments in some places. These park ambassadors are often the first contact our visitors have with IDPR. They perform a variety of tasks such as greeting visitors and handing out information, collecting fees, hosting visitor get-togethers, maintaining landscape, light maintenance duties, and informing the park staff about potential problems.

Hosts are provided a free campsite, and the normal camping time limit is waived. Utility hookups can be furnished at no cost, if available. Campground Hosts work under a specific agreement and job description just like any other volunteer. They must also receive enough orientation and training to be able to adequately perform their job. Most parks supply their hosts with portable radios for routine and emergency communications. Hosts should work under the direct supervision of the employee who has direct responsibility for the particular campground in which they are located.

Interpretive Hosts

These hosts may reside in an area of the park other than the campground. They are trained volunteers who interpret the cultural, natural, and recreational resources of the parks to visitors. They also share their unique hobbies and skills through special hands-on workshops. Interpretive hosts provide public oriented services, which include conducting guided tours, planning and delivering historical and cultural talks, assisting with the research and development of programs, and maintaining collections.

Visitor Services Hosts

These volunteers answer questions and provide information to park visitors at park entrances, or park visitor/interpretive centers. They serve as clerks in retail stores, restock brochure racks, and help with front desk clerical and reception duties.

Maintenance Hosts

Hosts assist in the repair and maintenance of park facilities. Existing buildings and other structures need constant improvements. These volunteers lend their hands to assist park staff on

new construction projects and to provide electrical, carpentry, masonry, mechanical, and landscaping skills.

Ambassador Hosts

Hosts work with other host volunteers from Oregon and Washington to encourage camping and visitation by RV owners. During their travels in the fall and winter months to their snowbird homes they share information on volunteering, camping, and recreation opportunities in the Northwest. They also volunteer to staff exhibits at various RV shows and to attend RV conferences on behalf of the state parks and recreation departments.

Group & Short-Term Projects

The Public Boating Education program, the Off-Highway Vehicle program, the Non-Motorized Trails program, IDPR region offices, and most state parks also partner with a large number of ongoing, special event, or special project volunteers who donate their time at regular intervals or maybe just once a year. These project volunteers may come to us as groups or individuals, and usually work on specific tasks with a defined product or end-point. They do not live on site. Project volunteer contributions can be ongoing or a one-time event. They may be stipended “volunteers” such as AmeriCorps, Student Conservation Association students, or “managers-in-training” volunteers, alternative sentencing volunteers, or families.

Youth organizations, such as Girl/Boy Scouts, 4-H, Campfire, etc. are probably the most visible sources for involving groups of children. Church/synagogue/mosque youth programs, sports leagues, special interest clubs, recreation centers, performing arts troupes, and after-school daycare groups also provide IDPR with sources of special event or one-day project volunteers.

Adopt-A-Park or similar programs

While IDPR does not have an “official” Adopt-A-Park program, it is a concept that is easily incorporated into any park or program. Volunteers may be individuals or groups, who work on projects and activities on a regularly scheduled basis at least twice in one year, or once a year for at least two successive years. In recognition of their commitment and contribution, a sign with their name is prominently displayed in the park.

To implement an Adopt-A-Park program:

- Meet with the group leader to discuss the park needs and the capabilities and interests of the group. If this meeting cannot take place in person, have a detailed telephone conversation.
- Discuss service projects to be completed and the tentative dates with the group leader.
- Fill out the Group Service Agreement.
- Make sure the group leader understands the Terms and Conditions of Volunteer Service and passes that information on to the group members.
- Obtain group leader and park staff signatures.

Internships (paid and unpaid)

The internship program is not a “typical” volunteer involvement but falls under the direction of the Volunteer Services Coordinator. Interns gain experience, education credits, funding to put toward their education, or required service hours through their work at IDPR. They are usually

students in college or high school who may live on or off site, who may be paid or unpaid, and who may perform work at any of the IDPR region offices, at Boise headquarters, or in the parks and visitor centers. They work on specific programs or projects that have a defined outcome. The school from which they are recruited may require clearly defined learning expectations. Interns may also have particular forms from their respective institution that must be completed.

What To Expect From This Handbook

Volunteer management is much like employee management. It is an ongoing process of identifying needs, finding people to meet those needs, evaluating the success of individuals and programs, and re-defining needs.

Each chapter of this handbook addresses a particular area of Volunteer Management. Within each chapter you will find information, policies, tips, and suggestions to help you effectively work with volunteers. The Appendix includes copies of all forms needed, position description templates for several volunteer jobs, and several suggested orientation or preparation checklists that will serve as reminders when volunteers are added to your work force.

Volunteer Risk Management

Risk management awareness is integral to all parts of the process. There are opportunities along each step of the way to minimize risk and maximize success. One purpose of this handbook is to help you make knowledgeable choices throughout the process to prevent unwanted problems and create a successful program.

Your Input Is Essential to Success

As with all other IDPR programs, there are “official” policies designed to provide consistent, overall guidance and direction to staff and volunteers. The Volunteer Services Program Policies are clearly stated in the IDPR Procedures Manual. However, a meaningful balance must be struck between statewide and local policies and practices. It is impossible and unnecessary for the Boise office to try and dictate policy for every current field concern. Therefore, the intent of this manual is to expand on the official volunteer program policies and provide guidelines and volunteer management suggestions for IDPR field personnel.

As you use this manual, please let us know what works and what doesn't, what information is helpful and what isn't, and where additional information could be added to more clearly define any aspect of volunteer management. This manual will be updated as needed to keep it useful, current and accurate.



2. Program Administration

The Role of the Statewide Volunteer Services Coordinator



Overall responsibility for the IDPR Volunteer Program rests with the Volunteer Services Coordinator. The coordinator monitors IDPR volunteer and internship programs statewide, provides assistance to the parks as requested, and serves as a liaison between volunteers, interns, and park/program staff. Additionally, the Coordinator facilitates the recruitment, placement, training, tracking and recognition of volunteers/interns system-wide. The Volunteer Services office provides a clearinghouse of opportunities for people interested in volunteer or internship opportunities. This office also distributes applications, compiles status reports from the parks, provides training programs for both volunteers and staff, and attends conferences and training sessions to maintain a high

professional standard of volunteer management within IDPR. The Coordinator also develops the program structure; forms, manuals, recognition items, procedures and processes.

The Role of IDPR Parks and Programs

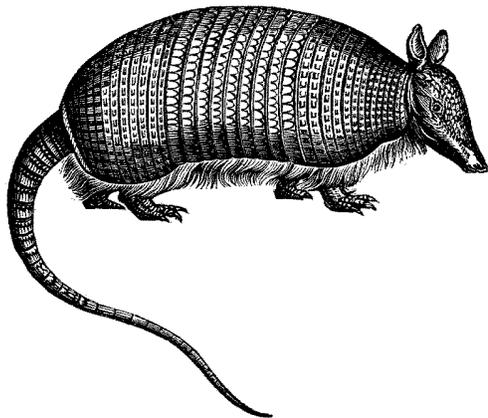
At the park/program level, the Volunteer Program Supervisor administers the volunteer program. Each program office that involves volunteers in its operations is required to have someone on its staff be assigned the responsibility for the volunteer program. The Park Manager is responsible for assigning those duties and will include those responsibilities in the individual's work plan. A Volunteer Program Supervisor can come from any division in the park/program. Where that supervisor will be most effective can be determined by looking at the characteristics of each individual program.

The volunteer supervisor is responsible for keeping the program running smoothly and efficiently, and for ensuring that it is meeting the needs of the park as well as the needs of the volunteers. The supervisor assists the park staff in assessing needs and identifying work that can be accomplished by volunteers, advises staff members in proper assignments for volunteer workers, usually does local community recruiting, coordinates volunteer orientation and training, sometimes directly supervises the volunteers, and coordinates volunteer recognition and overall program evaluation. He/she handles correspondences relating to the program, and develops and submits program funding requests and program reports to the Boise office. He/she works directly with the statewide coordinator for recruitment, recognition, and training assistance.

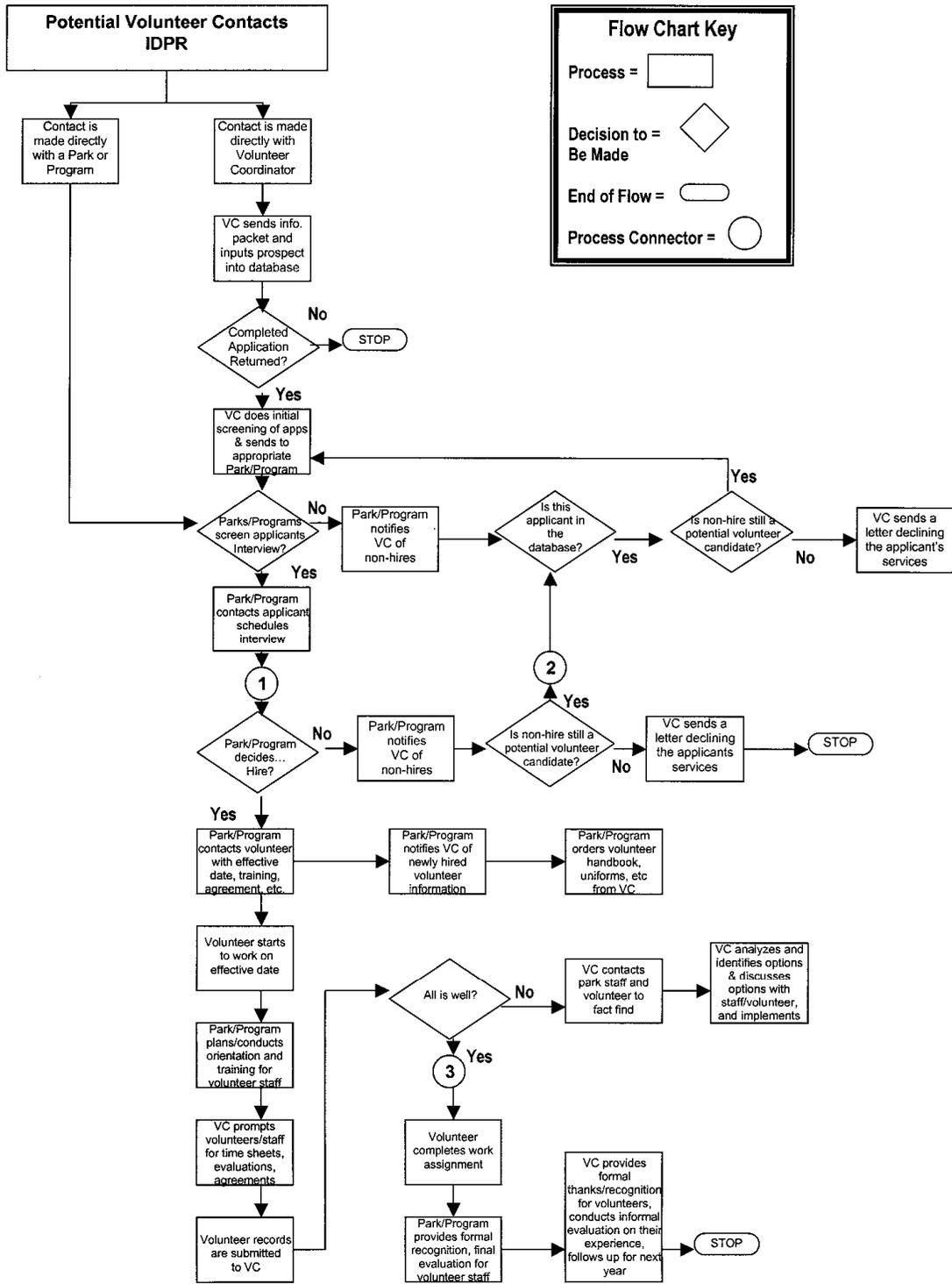
Although the park/program volunteer supervisor is responsible for the overall coordination of their in-house volunteer program, he or she may not necessarily directly supervise all the volunteers. **The staff members who are directly responsible for the work the volunteers are performing should supervise them. Every volunteer must have a designated supervisor.** The employee who directly supervises a volunteer is responsible for training, monitoring, and

evaluating the volunteer's performance. This responsibility must be included in the employee's work plan.

While each park/program unit is expected to work with the statewide Volunteer Services Coordinator, the ultimate success of each program lies with the park or program.



Volunteer Application Process



Benefits, Payments, and Protection for Volunteers on the Job

Worker's Compensation

Volunteers receive the same benefits and protection as state employees and are considered to be “employees in public employment” under Idaho Statute Title 72-205 Worker’s Compensation Law. It states that “every person in the service of the state, under any contract of hire, express or implied, whether elected or appointed, while performing his official duties” is considered to be an employee for IDPR. **Volunteers are not covered for loss of employment time due to an injury or illness, nor for a lasting disability or death. Volunteer service is not creditable for leave accrual or any other benefit.**

! IMPORTANT: Because of the protection volunteers receive it is imperative that they sign a Voluntary Service Agreement (**IDPR form VOL 50.13 or VOL 50.09**) and perform their duties under a written position description. These detailed job descriptions contain specific information about the type of work they are assigned to do, routine tasks to be carried out, and dates and times when they are “officially” scheduled to work.

The process by which a volunteer reports job-related accidents, illnesses, or incidents, while in work status, is the same as for all state employees. Every work injury that requires medical services other than first-aid treatment must be reported on Form 1 SIF (Notice of Injury and Claim for Benefits). Be sure your volunteers know how and when to report accidents, illnesses, or incidents. All situations will be considered for coverage on a case-by-case basis. For your convenience, the Volunteer Services Office will provide you with Volunteer Insurance Cards. These business cards recognize your volunteers as such and give them information about who to contact in case of emergencies.

Tort Liability

Section 6-902 of the Idaho Code, defines the term ‘employee’ as follows:

“...persons acting on behalf of the governmental entity in any official capacity, temporarily or permanently, whether with or without compensation...”

By this definition, and for this purpose only, volunteer workers and/or persons serving without pay come under the purview of the Idaho Tort Claims Act, Section 6-901 of the Idaho Code.

This means that if a volunteer should be sued for property damage or for personal injury that occurs while carrying out these duties, the State of Idaho will defend them (under the Idaho Tort Claims Act). The coverage extends to all volunteers who have completed and signed, and which has been signed by the park volunteer supervisor, an Agreement for Individual Voluntary Services (**IDPR form VOL 50.13 or VOL 50.09**) prior to participation in volunteer service.

The coverage extends to any accident, act, error, omission, or event during the coverage period which results in damages and rises within the scope of the volunteer’s duties for the state. All situations will be considered for coverage on a case-by-case basis.

Coverage Limitations

There are, however, limits to the state’s coverage. For example, the state does not pay for injuries covered by other insurance; does not pay when agencies or volunteers were not legally responsible to prevent accidents; does not cover liability arising out of the volunteer’s willful and

wanton misconduct including but not limited to reckless disregard for the safety of others and intentional disregard of a duty under laws, rules, policies, or regulations the volunteer is governed by; and does not apply when the volunteer was not officially on duty as recorded on a volunteer time sheet.

To summarize, in order to be covered, the volunteer must be working on a state agency task assigned by an authorized supervisor, limit their actions to the duties assigned, and perform those duties in good faith and not act in a reckless manner or with the intent to inflict harm on others.

General Liability/Automobile Liability

The state's insurance policy provides coverage to volunteer workers as insureds with the limited restrictions concerning the use of an automobile. The policy provides coverage for any driver of a state owned or hired automobile, but does not cover the volunteer worker operating their personally owned or hired automobile.

Property Damage

If a volunteer damages state property, equipment or tools, the responsibility for damages, replacement, and repair is the same as for state employees. If the volunteer damages their own personal property, equipment, or tools, the responsibility for damages, replacement, and repair is their responsibility. Whenever possible, volunteers should use agency-owned equipment and property in their work, rather than using their own personal property. Volunteers' personal belongings are not insured from damage by the State of Idaho or by Idaho State Parks. It is necessary for volunteers to carry their own insurance to cover damage to personal belongings (RV's, tents, golf carts, automobiles) from natural disasters, such as storms, ice, fire, flooding, high winds, etc.

Volunteers should not be allowed to borrow state equipment for personal use. Such unauthorized use of state-owned equipment is grounds for termination of a volunteer's active status.

Reimbursements & Taxation

According to the Federal Fair Labor Standards Act—"Volunteers may be paid expenses, reasonable benefits, a nominal fee, or any combination thereof, for their service without losing their status as volunteers. Generally, the Department Of Labor finds that a fee is nominal "as long as it does not exceed 20% of the amount that otherwise would be required to hire a permanent employee for the same services." Individuals do not lose their volunteer status if they receive a nominal fee from a public agency. A nominal fee is not a substitute for compensation and must not be tied to productivity. Individuals do not lose their status as volunteers because they are reimbursed for tuition, transportation, and meal costs involved in their attending classes intended to teach them to perform efficiently the services they provide or will provide as volunteers. Likewise, the volunteer status of such individuals is not lost if they are provided books, supplies, or other materials essential to their volunteer training or reimbursement for the cost thereof."

Living Allowances, Stipends, and Other Payments During Service

To the extent living allowances, stipends, and other forms of cash awards constitute “compensation for services,” they are taxable under the Internal Revenue Code and subject to FICA withholding just as if they were wages paid to employees.

Non-Cash Benefits

In-kind benefits, such as meals, lodging, and uniforms are subject to special tax rules. Although the IRS treats many in-kind benefits as taxable compensation, exceptions apply to most non-cash benefits volunteers typically receive.

Meals and lodging are exempt if they meet the following tests:

- Meals are provided for the convenience of the program and served on park premises or work-site (not in a restaurant).
- Lodging is provided to recipients required to accept the lodging as a condition of their service to enable them to better perform their duties.

In most instances, the jobs IDPR volunteers do satisfy these rules, and therefore the value of meals and lodging is not taxed. Any housing provided must further the purpose of your program/park rather than merely provide shelter. Meals should be served at your facilities. Feeding volunteers at the “Golden Arches” five days a week can turn every Big Mac they eat into taxable income.

Accident insurance coverage is provided tax-free. Likewise, uniforms required as a condition of the work and which are not suitable for everyday wear are not taxed.

Inexpensive items may be excludable from income as fringe benefits. This imprecise exception encompasses items such as lapel pins, caps, holiday gifts, coffee and doughnuts, soft drinks, local telephone calls, and use of the copy machine. The more expensive the item, the less likely it is to qualify as a fringe benefit, especially if given more than once.

Volunteer Identification Supplies

Uniforms

Volunteers should be easily recognized as such by the visiting public. They should not wear State Park ranger uniforms at any time. The Volunteer Services Office will provide each volunteer with a vest, hat and a name badge. Uniform shirts can be ordered at the same time uniform items are ordered for seasonal employees through the state uniform vendor. The shirts have the additional imprint “volunteer” which distinguishes seasonal employees from volunteers. Volunteers may keep their shirts, caps, name badges, lapel pins and any other recognition items given to them during their tenure. Vests should be returned for re-use. Because some groups can be quite large and it is not feasible to issue identification supplies to every group member, group leaders should be issued a vest to wear during the project. This identifies them as the contact person for the group.

Housing Volunteers

The decision to house volunteers on-site, in park housing is at the discretion of the park/program manager. All housing standards of cleanliness and maintenance shall also apply to volunteers. Rental payments are waived when volunteers are housed in park housing.

Funding for the Volunteer Services Program

The 1998 Idaho State Legislature agreed to adequately staff and fund IDPR's request for a Volunteer Services Program. The Volunteer Services Program budget is being used to provide volunteer management training to IDPR staff, orientation and training for volunteers, for annual recognition items and service awards, host uniforms, and for national recruitment efforts. A small amount of the annual budget is available to assist parks/programs in adding or updating existing volunteer RV sites, to provide additional training, or for helping with volunteer recognition. Contact the Volunteer Services Coordinator to find out more details about available volunteer program funding for your park/program.



3. Designing Jobs for Volunteers

“Volunteer” Defined

Idaho Statute 67-2334 defines a “volunteer” as any person who contributes his services in a program or service conducted or sponsored by any agency, department or unit of state government for which he receives no financial remuneration, except for reasonable and necessary expenses actually incurred in the course of his participation in the program. Additionally, IDPR defines a volunteer as anyone who performs work for IDPR under a current, signed volunteer agreement (**IDPR Form VOL 50.13 or VOL 50.09**).

Why People Do...

The reasons why people want to volunteer for Idaho State Parks & Recreation are almost as numerous as the types of work they can do. Most volunteers have more than one reason or objective for donating their time, but a common motivation is the satisfaction of doing a needed and worthy job for you. Unlike many paid positions, volunteering gives people the opportunity to do things they want to do for the pure pleasure of the task. Although many will volunteer to use their skills, others will want to learn or do something totally different from their past experiences. Some volunteers love interacting with people who have similar interests. Still others may be required or “volun-TOLD” to perform a certain number of community service hours.

...and Do Not Volunteer.

Realize that not everyone will want to volunteer for you. That’s fine, our work will simply not appeal to some. But the number one reason why people say that they do not volunteer is because **they have never been asked**.

Requirements for volunteers with the state of Idaho are limited to requirements set by federal statute and to any requirements set by the agency, department or unit of state government sponsoring the program or service. Almost anyone can volunteer for Idaho Department of Parks & Recreation.

Volunteering in the United States

To further understanding about volunteer trends, the Corporation for National and Community Service (the Corporation) releases *Volunteering and Civic Life in America 2012* <http://www.volunteeringinamerica.gov/>, the most comprehensive source of volunteering information assembled. Volunteers are defined as adults ages 16 years and older who performed unpaid volunteer activities for or through an organization.

The data for *Volunteering and Civic Life in America 2012* were collected through two supplements to the Current Population Survey; (CPS) the Volunteer Supplement and the Civic Supplement. The CPS is a monthly survey of about 60,000 households, (approximately 100,000

adults) conducted by the U.S. Census Bureau for the Bureau of Labor Statistics. The selected supplements collect data on the volunteering, voting, and civic activities of adults age 16 and older for volunteering and 18 and older for the civic supplement. Volunteers are considered individuals who performed unpaid volunteer activities through or for an organization at any point during the 12-month period, from September 1 of the prior year through the survey week in September of the survey year.

- In 2011, the number of volunteers reached its highest level in five years. 64.3 million Americans volunteered in a formal organization, an increase of 1.5 million from 2010. The volunteering rate increased nationwide by 0.5 percentage points to 26.8%.
- Americans volunteered a total of almost 7.9 billion hours, an estimated economic value of roughly \$171 billion.
- A majority of Americans assisted their neighbors in some way and more than a third actively participated in a civic, religious, or school group.
- Americans overwhelmingly volunteered in schools or with other youth organizations, working to advance the lives of young people.
- Nearly three out of five volunteers aged 25-54 are parents to children who are under 18. These parents volunteered well above the national average, focusing on helping fill local needs while also serving as role models—showing their children that community involvement is a critical choice and habit that can improve lives.
- Nine out of 10 parents in 2011 reported feeling some or a great deal of confidence in the public schools to do the right thing.

Volunteering in Idaho

Overall, in Idaho in 2011:

- 38.8% of residents volunteer, ranking them 2nd among the 50 states and Washington, DC.
- 58.4 volunteer hours per resident.
- 72.9% do favors for their neighbors.
- 92.8% eat dinner with their family a few times a week or more.
- 58% discuss politics a few times a month or more.
- 455,920 volunteers.
- 68.7 million hours of service.
- \$1.5 billion of service contributed.

For a full report refer to: <http://www.volunteeringinamerica.gov/>

Who Can Volunteer?

IDPR Employees and Family Members as Volunteers

At the federal level, the Fair Labor Standards Act (FLSA), administered by the Wage and Hour Administration, is the law which governs the ability of employees of an organization to also volunteer within that same organization. The intent of the FLSA is to prevent abuse of employees, particularly those paid by the hour (non-exempt employees). Individuals are considered to be volunteers only when their services are offered freely and without pressure or coercion, direct or implied, from an employer. It is the policy of IDPR that seasonal employees

volunteering time during their “off season” must complete all required volunteer enrollment paperwork prior to volunteering.

An IDPR employee can serve as a volunteer for the department as long as:

- ◆ The duties he or she performs as a volunteer are not the same types of duties for which he or she is paid. For example, an administrative assistant in the region office can volunteer to give an interpretive program in a park on his or her own time, but cannot volunteer to do secretarial work for a park manager.
- ◆ The employee voluntarily requests to participate with no “coercion” or “undue pressure” to do so.
- ◆ The employee is not being paid for the work and uses accrued leave, compensatory time, or time outside of their normal business hours to perform the volunteer duties. When volunteering, employees must sign an Individual Voluntary Agreement for Service (IDPR Form VOL 50.13) to be covered under Worker’s Compensation, Tort Liability, and the IDPR General Automobile/Liability insurance policies.

Family members and relatives of IDPR employees may serve as volunteers as long as the IDPR volunteer program supervisor signing the service agreement is not an immediate family member.

International Volunteers

Generally, a citizen of a foreign country who wishes to enter the United States must first obtain a visa, either a nonimmigrant visa for temporary stay, or an immigrant visa for permanent residence. Visitor visas are nonimmigrant visas for persons who want to enter the United States temporarily for business (visa category B-1), tourism, pleasure or visiting (visa category B-2), or a combination of both purposes (B-1/B-2).

Here are some examples of activities permitted with a visitor visa:

- Tourism—volunteering with Idaho State Parks falls into this category
- Vacation (holiday)—volunteering with Idaho State Parks falls into this category
- Visit with friends or relatives
- Medical treatment
- Participation in social events hosted by fraternal, social, or service organizations—volunteering with Idaho State Parks falls into this category
- Participation by amateurs in musical, sports, or similar events or contests, if not being paid for participating
- Enrollment in a short recreational course of study, not for credit toward a degree (for example, a two-day cooking class while on vacation).

Travel Purposes Not Permitted On Visitor Visas:

These are some examples of activities that require different categories of visas and cannot be done on while on a visitor visa:

- Study
- Employment
- Permanent residence in the U.S.

For more information about the Visitor Visa visit:

http://travel.state.gov/visa/temp/types/types_1262.html#overview

How can I find out how long I am authorized to stay in the U.S.?

•A visa does not guarantee entry into the United States, but allows a foreign citizen coming from abroad, to travel to the United States port of entry and request permission to enter the U.S. The Department of Homeland Security, U.S. Customs and Border Protection (CBP) officials have authority to permit or deny admission to the United States, and determine how long a traveler may stay. If you are allowed to enter the U.S., the CBP official will determine the length of your visit.

Student Volunteers

The United States welcomes foreign citizens who come to the U.S. to study or participate in an exchange program.

For more information about Student and Exchange Visitor Visas visit:

http://travel.state.gov/visa/temp/types/types_1270.html

Youth Volunteers

College students, teenagers, and youth organizations commonly seek IDPR out as a source of experiential volunteer opportunities. As our involvement with young people expands, educators apply new vocabulary to describe youthful community involvement. Although there is little argument with the concept of volunteering, there is resistance to applying the word “volunteer” to students. Educators want to emphasize that students who receive academic credit for their participation need to have thoughtful, educational experiences. Too often they have seen volunteer work that is “busy work” or non-skilled in nature. Here are a few phrases that will help you speak the language of education:



Service Learning is a term that highlights community involvement accompanied by an educational experience. Ideally, service and learning are balanced.

Experiential Learning or learning by experience is another term often applied to student community work.

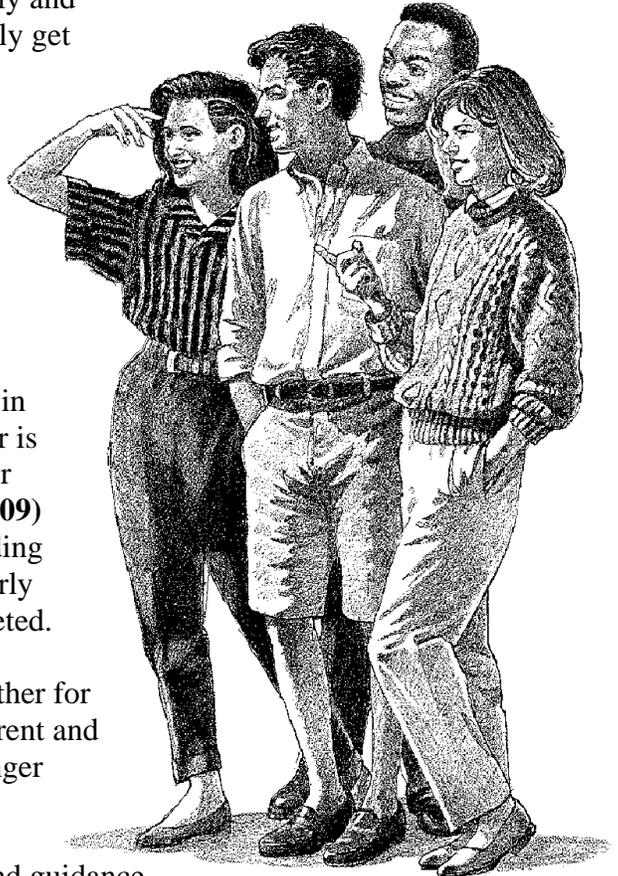
Community Service is the term commonly used in federal, state, and local government initiatives emphasizing civic responsibility or citizen involvement. Many youth projects prefer the term community service, mainly because it avoids the word “volunteer.” However, this adds to the vocabulary confusion because “community service” is also the term used by the justice field for court-ordered or alternative sentencing programs.

Young people represent a special resource, and we have an opportunity to contribute to their skill and leadership development. Volunteers under the age of 18 must have a signed Parental Approval Form (**IDPR form VOL 50.13**) that includes a detailed job description. You must comply with state and federal child labor laws and ensure appropriate supervision (see chapter 7

Supervising Minors). For youth groups, the group leader is responsible to provide a ratio of supervision of adults to youth that the park manager determines is appropriate for the activities to be accomplished. It is important to assign youth age-appropriate tasks. Don't set kids up to fail; help these quick learners succeed by providing adequate training, regular evaluations, positive feedback, praise, and recognition.

Groups

Large projects can often be accomplished quickly and effectively by working with groups who routinely get together to volunteer (e.g. Snowmobile Clubs, Meet-up's, Boy/Girl Scouts of America, or Single Volunteers). Volunteer groups usually have a leadership structure already in place. You should work through the group's designated project leader, and make them responsible for communicating duties, responsibilities, and safety issues to their group. Working within this structure will enable park/program staff to have their task completed in an organized, timely manner. The project leader is also responsible for signing the Group Volunteer Service Agreement form (**IDPR form VOL 50.09**) prior to the group commencing work, for providing adequate supervision for work parties (particularly youth), and ensuring that time sheets are completed.



Family teams can be recruited to volunteer together for the same job. Perhaps you might recruit one parent and a child, whole families, teams of older and younger siblings, or even grandparents and their grandchildren. This option is the easiest to manage because of the additional supervision and guidance provided by the related adult.

Court Appointed Community Service Workers

Individuals convicted of minor crimes who are participating in court approved probation without sentencing, work release, or alternate sentencing programs can serve as volunteers at the discretion of the park manager. Get to know your county court referral people and let them know your needs.

Court workers should—

- not be given access to funds
- be closely supervised, and
- have limited involvement with park visitors

No person who has been convicted of any violent crime, crime against persons, or crime involving the use of a weapon shall be accepted to work in the IDPR volunteer program.

Disabled Volunteers

Disabled volunteers are protected by the Americans with Disabilities Act of 1990 (ADA) and have the right to request a **reasonable accommodation** for the hiring process and on the job. A reasonable accommodation is any change or adjustment to a job, the work environment, or the way things usually are done that would allow individuals to apply for volunteer positions, perform job functions, or enjoy equal access to benefits available to other individuals in the workplace. For example, if the job requires a volunteer be able to stand in the park kiosk and take entrance fees, a reasonable accommodation for a person of small stature could simply be placing a step stool in the booth.



Some of the most common types of accommodations include:

- ◆ Installing a ramp or modifying a workspace or restroom to accommodate a wheelchair
- ◆ Sign language interpreters for people who are deaf or readers for people who are blind
- ◆ A quieter workspace for someone with a mental disability
- ◆ Training materials written in Braille, put on audio tape, or computer disks for people who cannot hear
- ◆ Special telephones for people who are deaf
- ◆ Time off for someone who needs treatment for a disability

A request for reasonable accommodation can be made at any time during the application process or any time before or after the volunteer starts working. However, disabled volunteers must still be qualified and to do the job they are hired to do, with or without reasonable accommodation.

To download “*A Guide for People with Disabilities Seeking Employment*” go to the Department of Justice ADA Home Page at: <http://www.ada.gov/workta.htm>

Acceptance of Volunteers

Idaho Statute 67-2335 states that no law of this state prohibits any agency, department or unit of state government from accepting volunteers for any program that it conducts or sponsors. The department sponsoring the program or service may reimburse volunteers for reasonable and necessary expenses actually incurred in the course of their participation in those programs.

Volunteers are recruited and accepted from the public without regard to race, creed, religion, age, gender, color, or national origin. But they must be physically able to perform the work they volunteer to do.

Service At the Discretion of IDPR

The Idaho Department of Parks and Recreation accepts the service of all volunteers with the understanding that such service is at the sole discretion of the Department. Volunteers agree that

IDPR may at any time decide to terminate the volunteer's relationship with the Department or to make changes in the nature of their volunteer assignment.

A volunteer may at any time, for whatever reason, decide to sever the volunteer's relationship with IDPR. Notice of such a decision should be communicated as soon as possible to the volunteer's supervisor.

What Can Volunteers Do?

Volunteers can do almost **ANYTHING** you would hire staff or contract someone to do. All levels and types of skills can be utilized and almost any type of work can be performed as long as it is work that:

- ✦ **Does not result in the displacement of any paid employees.** It is unethical and unacceptable to displace paid staff with unpaid staff. The availability of volunteer resources will never be a factor in the consideration of staff reduction in force, terminations, or loss through attrition. That includes full-time, part-time, and seasonal employees.

For example, a park might recruit volunteers to patrol its cross-country ski trails, organize and catalog the photo file, conduct research on an endangered species, or paint picnic tables and signs in the campground—all work that needs to be accomplished but may have been cut out by reduced funding and personnel limitations. Another example might be a park that recruits a volunteer to operate the information desk on off-season week days so that a park ranger can be freed to provide interpretive services to the public—services that had been cut for lack of staff. Or a park that recruits a couple with an RV to live in the campground as hosts, registering campers, giving out information, checking the campground and restrooms, and doing minor maintenance. This would free up a ranger to perform other necessary duties that would otherwise not get done.

The services provided by volunteers enhance and supplement the work done by park staff. If you have questions about what can or should not be delegated to a volunteer, call the Volunteer Services office for clarification.



Consider involving volunteer assistance as one way to accomplish your management goals, but remember that **volunteers are NOT FREE!** They should only be working in situations where it can be shown that the work they do is cost effective.

✘ **Would not otherwise get done** during a particular fiscal year because of funding or personnel limitations.

✘ **Enables paid employees to accomplish work that would not otherwise get done** during a particular fiscal year because of funding or personnel limitations.

There are a few additional constraints that must be considered when assigning volunteers to work projects.

- ✘ A volunteer must never be required to perform any type of work for which he or she is not qualified or has not been adequately trained, does not feel comfortable doing, or does not willingly agree to do.
- ✘ Volunteers who are assigned to operate machinery or equipment (such as chain saws, power shop tools, specialized equipment or vehicles, etc.) must first have demonstrated their proficiency in the operation of that equipment to the satisfaction of the responsible supervisor. All applicable age restrictions relating to the operation of machinery or equipment must be considered.
- ✘ Volunteers may assist in rule enforcement and visitor protection functions of the park but they must not be assigned duties that would place them in a life-threatening situation, even as an observer. **Volunteers should never issue citations or carry modern firearms.**
- ✘ Volunteers working in the parks must observe the same safety precautions and use the same safety equipment as paid employees. If volunteers are to be placed in a work environment which has occupational hazards, personal protective equipment must be provided at no cost to the volunteer.

Use of State-Owned Vehicles

Volunteers can operate IDPR vehicles if they possess a valid state or international driver's license for the class of vehicle being operated, and the operation of the vehicle is required in writing as part of the description of work on the Volunteer Services Agreement (**IDPR form VOL 50.13 or VOL 50.09**).

Volunteers under the age of 16 will not be transported in a state vehicle.

For any vehicle other than a passenger car or light truck, and particularly for specialized vehicles such as dump trucks, snow plows/groomers, passenger buses, emergency vehicles, etc., the volunteer must be able to show credentials verifying his or her qualifications to operate such equipment and/or demonstrate his or her proficiency in the operation of the particular vehicle to the satisfaction of the responsible supervisor before being allowed to operate it. The operation of such a vehicle must also be in the volunteer's job description.

What about Volunteers and Money?

Volunteers working as Hosts **may**:

- ☒ Sell wood, ice, day-use and annual passes, gift certificates, and IDPR merchandise.
- ☒ Distribute and collect self-pay envelopes.
- ☒ Register campers from a campground kiosk.
- ☒ Assist with miscellaneous cash administration duties.

Volunteers working as Hosts **shall not**:

- ☒ Have access to safes.
- ☒ Reconcile daily receipts, prepare bank deposits or prepare revenue reports without supervision.
- ☒ Handle bank deposits except when unavoidable as determined by the Park Manager.

(These policies refer to the handling of State funds and are not applicable to the handling of money from other sources, such as Cooperative Association money.)

Identifying Tasks and Projects

Now that you know, in general, what volunteers may and shall not do, think about what specific jobs they can do for you. There are probably many tasks that are not getting done in your park or through your program because staff members don't have time to do them. At your next staff meeting, consider the following questions:

- * What are we doing now that we would like to **do more of** if only we had assistance? (Don't forget one-time assistance needs or small jobs such as running errands or organizing a storage room)
- * What **unmet needs** do our customers have that we presently can do nothing about?
- * What would **support the staff** in their work?
- * What might we **do differently** if we had more skills or time available to us?
- * What are some things you would **like to see done** that no one has the skills to do? (Or that we can't afford to pay someone to do?)

This process is designed to help you and your staff generate a list of projects, possible new programs, and other needs that have been identified as suitable projects for volunteers. Put these tasks in order of priority, according to management goals and objectives.

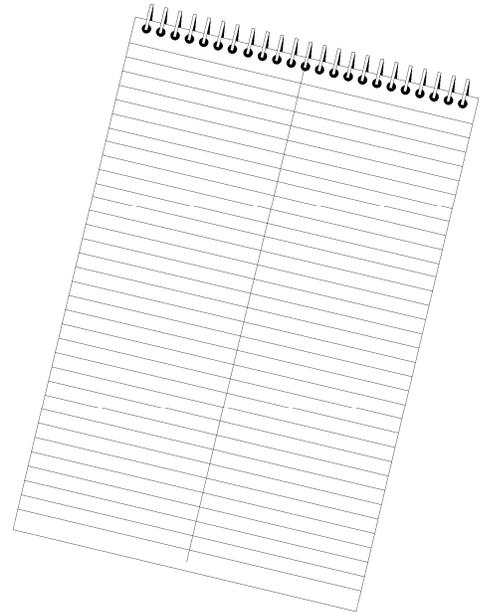
As you refine park and program needs, keep in mind the following:

- ⇒ Volunteers will come and go—can this project or program exist with sporadic or part-time volunteer assistance?
- ⇒ Will the benefit of having a volunteer accomplish the task out-weigh the cost of staff time for training and supervision?
- ⇒ Will the volunteer benefit from this work experience?

Remember, our volunteer programs are designed to help staff fulfill IDPR's mission and vision, and support agency and program goals. Volunteer efforts should also equal or exceed the investment of staff and resources. Sufficient resources and support should be available to allow volunteers to complete their jobs successfully and safely.

Creating Position Descriptions

From the list of projects generated, select the tasks that can realistically be accomplished with volunteer help and prepare a position description for each one. Designing a job people want to do is the key element in bringing a successful volunteer program to your park. Similar to an employee work plan, these job descriptions define the tasks or duties expected of the volunteer. When expectations are clear, you have criteria for performance evaluation and can more easily correct performance problems. Misunderstandings can be avoided when everyone knows what to expect. These written descriptions also help recruit the appropriate volunteers with the skills and/or talents that the specific job requires. Remember, with a well thought out job, **you** control your volunteer's scope of work. A volunteer should never dictate to you what their job will be.



Volunteers are successful when they are providing services they look forward to and want to do.

Volunteer jobs should be interesting, challenging, and rewarding. The job needs to arouse enthusiasm so the volunteer will be excited about doing the job! Remember, volunteers aren't motivated by a paycheck. If the job isn't interesting, and it doesn't allow them to bring their unique skills to the task, they won't do it for long. Four factors to consider in designing jobs your volunteers will want to do are:

- ✦ **Responsibility** – Your volunteers need to have a sense of personal responsibility for the services they provide.
- ✦ **Authority to Think** – Give your volunteers an opportunity not only to do the work, but also to play some part in planning and deciding how to do it.
- ✦ **Accountability for Results** – Being accountable for the outcome keeps volunteers focused, and gives them the satisfaction of making progress toward a meaningful accomplishment.
- ✦ **Keep Score** – Regular evaluation will help your volunteers know if they are succeeding in their job and will help fuel their motivation.

Describing Your Volunteer's Duties

Position descriptions further define the tasks or duties expected under the Agreement for Voluntary Services. A well-written position description in combination with the agreement, should answer these questions:

- ✦ Who will the volunteer report to?
- ✦ Who will supervise the work?
- ✦ What will the volunteer be responsible for?
- ✦ How much decision-making authority will the volunteer have?

- ✧ How will the volunteer know when he or she is successful?
- ✧ What skills or experiences are needed for this job?
- ✧ What training is required for this job?
- ✧ What is the time commitment needed from the volunteer?
- ✧ What special provisions, privileges, or accommodations will be necessary in order for the volunteer to be successful?
- ✧ What physical abilities are required for this job?

Give the volunteer position a title that reflects what the volunteer does: Boating Safety Instructor, Campground Host, Sign-Maker, Visitor Center Assistant, Driver, Campfire Program Specialist, etc. The word “volunteer” should not be used as a job title—it describes a pay grade.



4. Recruiting Volunteers

How to Find the Right Volunteers

Recruiting requires patience and persistence, particularly in the initial stages of building a program. As time goes on, satisfied volunteers will spread the word and may be one of your best sources of additional help.

Sometimes volunteers find you!

- An Eagle Scout candidate must complete a leadership service project to be eligible for that rank. It's a good idea to get a copy of the Eagle Scout Leadership Service Project workbook so you can see what is required of the scout. This workbook can also be downloaded from the BSA web site at: <http://www.scouting.org/scoutsource/BoyScouts/AdvancementandAwards/resources.aspx>
- University clubs are constantly on the lookout for community service projects.
- Individual university students often look for volunteer projects during their semester breaks.
- As part of many high school civics classes, community volunteering is a requirement for graduation.
- Retirees in our local communities may come to us so that they can "get out of the house."

Having a list of projects handy will help you guide these volunteers into the right tasks. You might consider posting it where all staff have access to it and can add to the list as projects come up. Cross off projects as they are completed so you and your staff can see just how much volunteers can accomplish! Without a list of well thought out projects, you will be caught scrambling when volunteers call, causing them to get frustrated and find another project. Chances are, they won't call you again!

Think about this:

**IF YOU DON'T KNOW WHAT SKILLS YOU ARE
LOOKING FOR, HOW WILL YOU KNOW A PERFECT
MATCH WHEN ONE COMES TO YOU?**

Know what skills you are looking for in your volunteers. For instance, if you want someone to help with the Junior Ranger program, you're looking for someone with experience working with children, public speaking, program development and/or interpretation. When a job can be done by almost anyone, say, planting trees, an enthusiastic person who is willing to work hard for a day may be all you need. Successful recruitment hinges on whether you did a good job of designing and describing your volunteer jobs.



Different Types of Recruitment

The most effective way of recruiting volunteers is by personal contact. Go out and tell people of your needs. You are recruiting volunteers every time you talk to the public about your park or program and the staff who work with you. Every customer is a potential volunteer.

Shotgun Recruitment

For jobs that can be done by almost anyone, for those that require no special skills, or for those that require little training time, you might consider a “warm body” approach to recruitment. Some ways to do this:

- * Be a guest speaker at local clubs and service organizations: Kiwanis and Lions Clubs, Jaycees, Good Sam RV club, garden clubs, native plant societies, high school or college groups, recreation clubs (bicycling, snow skiing, canoeing, hiking), singles groups, senior centers, and faith communities.
- * Connect with local media: Public service announcements on local radio stations, participate in interviews, write a feature article or place recruitment advertisements in your local newspaper.
- * Place posters in shop windows and on community bulletin boards.
- * Stock your brochure rack with the volunteer information brochure supplied by the Volunteer Services Office.
- * Network with other organizations in your region that partner with volunteers such as the Red Cross, Ronald McDonald House, United Way, hospitals, and schools.

Let students know about volunteer opportunities when you staff career day exhibits. Whenever and wherever you get the opportunity, let people know that you need their help. And don't forget to let your park visitors know. You may be surprised to know just how many park visitors have volunteered their services while in the park, or have come back later to help.

An invitation to volunteer is a strand in the thread that connects. A program that says “Welcome” in every way, over the phone, in person, or in an email, invites a volunteer to be a part. Volunteers who feel they belong return. --Sarah Elliston



Targeted Recruitment

You may have needs that require more than basic skills. For example, electrical or masonry jobs, must be done by people who have an expertise in that skill. Focusing recruitment to attract people with these qualities may be in order. This is when a clearly defined position description is an absolute must. In the position description, you have identified the skills and experience that are required to perform the job. Now, where will you find these folks?

Here are some suggestions:

- * Place a Help Wanted ad in the local newspaper or newsletter.
- * Advertise in camper publications such as Trailer Life, Highways, or Workamper News.
- * Appeal to specific groups (i.e. parks & recreation majors, pre-service school teachers, engineers, history club) at colleges and universities for students looking for specific work experiences. These volunteers often make great interns.
- * Contact professional organizations—often they look for volunteer experiences to enhance skills.
- * Contact local senior groups such as the Retired Senior Volunteer Program (RSVP) or the American Association of Retired People (AARP).
- * Contact the local Job Service—*Idaho Works* office.
- * Recruit families by contacting parent/teacher associations, pediatricians' offices, children's clothing and toy stores, single parent support groups, spectator and audience sections of youth sports and performing arts events, schools and day care centers at opening and closing times, parenting classes.
- * Place Help Wanted ads on various worldwide web sites
(www.volunteermatch.org is one of the best).

Contact the Volunteer Services Coordinator for additional assistance for specific needs.

Trends in Volunteerism

Information like this helps us rethink our stereotypes about who gives their time and money. Use this information to recruit new groups in your communities.

- ◆ The American Baby Boom generation represents the largest untapped pool of potential volunteers for the nonprofit community in recent history.
- ◆ The over-50 population is expected to grow by **18.3 million people** over the next ten years;
- ◆ More young people volunteer to gain work-related skills.
- ◆ More seniors who travel or have multiple activities have less time available for volunteering.

- ◆ More persons with disabilities view volunteering as a meaningful way to participate in community life.
- ◆ Increasingly more volunteers are having less than stellar experiences, and we may be losing them to volunteering forever due to poor management, unattractive jobs, and improperly planned and implemented “mandatory service” programs. First impressions are even more important to the episodic volunteer who is not there to make a long-term commitment. If it isn’t a good experience from the beginning, they will feel less reluctance to move on sooner. If an organization is not seen to be offering interesting positions, volunteers simply drop out or go shopping for other work.
- ◆ If a volunteer’s involvement can be visibly connected to the lives that are changed or the community that is improved by the mission of the organization, or better still, by the presence of volunteers in the accomplishment of that mission, there will be a greater pull to get involved and stay involved.
- ◆ Recruitment campaigns need to be well thought out, and well resourced to be successful. Success clearly depends on making sure that the new position descriptions are in place *before* new volunteers are recruited.



5. Screening & Interviewing Potential Volunteers

The Screening Process

Another aspect of getting the **right** volunteer is screening. For host volunteers, the process is similar to hiring employees. An interested person fills out an application. You review it and decide whether or not the applicant suits the job needs. If you are able to use the applicant's expertise and skills then you set up an interview. Basic screening includes checking references. If there seems to be a good match, you make an offer and hire the volunteer. For volunteers who will be donating less than 40 hours in one month, such as those working on one-time events, or short-term jobs only bits and pieces of the following process are relevant.

Screening is all about expectations:

- ◆ What can you expect from a volunteer? (See **Chapter 7: Supervising Your Volunteers**)
- ◆ How does the volunteer expect to give their time & talents while they are with you?
- ◆ What do you expect to give the volunteer in return for their service?
- ◆ What does the volunteer expect to gain from his/her experience?

The closer the match in expectations, the fewer management problems you will have to deal with and the more satisfied your volunteers will be.

Applications

Volunteers who want to host in the park or volunteer over an extended period of time (volunteers who donate more than 40 hours in one month) must fill out the IDPR Volunteer Enrollment Form (**IDPR form VOL 50.01**). You may choose to implement an application process similar to the one for hosts for other volunteers. **IDPR form VOL 50.04** may be particularly useful when recruiting individuals for short-term projects. This may be especially useful if you:

- ◆ Have more than one volunteer interested in a position
- ◆ Are recruiting interns from colleges or high schools
- ◆ Have a position that requires a great deal of responsibility such as handling money, working with children, or access to secure areas
- ◆ Have a position which requires specific skills

This application, when completed, will help you connect the right volunteer to the right job. Review all applications carefully. Can you match the skills and availability of the applicant to positions you have open? Does the applicant have such unique skills or hobbies that you might want to develop a specific job for him or her? If for any reason you decide you do not want to pursue a particular volunteer application, you should respond to the applicant by mail, phone, or e-mail as soon as possible. **This allows the applicant to apply for other volunteer jobs and shows consideration to those who have expressed an interest in IDPR's volunteer program.**

Interviewing

The objective of an interview is to learn about a volunteer's qualifications and interests, and to find the most qualified person for the job. Interviews can be done in person or on the telephone.

Before the interview

- ✓ Review completed application forms and the job requirements.
- ✓ Develop a list of open-ended questions (see the next section in this chapter "During the Interview") based on their interests and your job needs.
- ✓ Arrange for a comfortable, private setting for the interview. Consider inviting another staff person to the interview, especially if they will be working closely with the volunteer. Many times the interview can be done via conference call over the telephone.

The interview provides both you and the volunteer a chance to ask questions and gather information about each other before a commitment is made. It also provides the opportunity to ask detailed questions. Think about:

- ◆ What you want the job to accomplish
- ◆ Why you need a volunteer to do this job
- ◆ Time expectations
- ◆ Volunteer benefits
- ◆ Training involved
- ◆ What recreational and leisure time opportunities will the volunteer be able to participate in during personal time?

During the interview

Many of your interviews, especially for hosts, will occur over the phone. If you are interviewing a host couple, be sure to speak with both of them. Begin the interview with a general overview of the position and the duties involved in performing it successfully. Ask the applicant open-ended questions or have them give examples of personal experiences to help find out how this person will fit into your volunteer team.

To understand skills, talents, and abilities:

- ◆ What activities do you enjoy pursuing?
- ◆ What do you feel you excel at?
- ◆ What job skills do you enjoy using most?
- ◆ What are your expectations for this job?
- ◆ What types of work would you rather avoid?



Continues on next page

To understand “fit”:

- ◆ Would you rather work on your own, with a group, or with a partner? Why?
- ◆ Why is it important to you to work in a park?
- ◆ Tell me about your outdoor recreation interests.
- ◆ Are there any types of people that you would most prefer to work with? Or that you would not feel comfortable working with?
- ◆ What frustrates you most about working with the public?
- ◆ Give an example of a time when you were confronted with an uncomfortable situation with another person. How did you handle the situation?

To verify or obtain more information:

- ◆ Give me an example.
- ◆ Tell me more.
- ◆ Why do you think that was the case?

During the interview, potential volunteers will highlight strengths, interests, special skills, and state their need for reimbursement. While it is important to acknowledge an individual’s attributes, it is equally important to focus on the skills needed for the available position. Remember why you are recruiting volunteers. Refer to the volunteer skills you outlined before the interview.

Give potential volunteers the opportunity to indicate the kind of work they want to do. Encourage them to ask questions. As you discover what their skills and interests are, consider ways to create a win/win situation by structuring the job you need done to match their skills and interests. But, be careful; volunteer jobs must be connected with real park/program needs. Give the potential volunteer an adequate opportunity to gracefully decline the invitation to volunteer if they feel the job isn’t a good fit.

During interviews, look and listen for:

- ⇒ Enthusiasm for the work that IDPR does, for the park, and for the job
- ⇒ Willingness and desire to learn and grow
- ⇒ A match of interests, skills, attitudes, and motivations to the job
- ⇒ Energy and initiative
- ⇒ Reliability and dependability
- ⇒ Special skills and abilities that can be applied to the job
- ⇒ Willingness to work cooperatively with the staff

Learning about a potential candidate during the interview will enable you to place them in a job that will successfully serve the needs of the volunteer and IDPR. This won’t be possible for every applicant. Remember that an under-qualified volunteer may not achieve the results you desire, and an over-qualified volunteer may feel unchallenged and become bored. In either case, you’ll be facing additional supervision time.

✧ If the fit isn’t there, be honest with the volunteer and decline their services. Just because they want to volunteer doesn’t mean you are obligated to create a job for them.

In closing the interview, let the applicant know what they should expect next. Make specific arrangements regarding the next contact. If you are going to delay making a selection of volunteers, explain the delay and set a firm date when the applicant can expect to hear from you. Let applicants know you may be checking references. This sets a professional tone and instills a sense of importance of the job and the person who will eventually fill it.

After the Interview

Write down your impressions when they are fresh in your mind. Does the applicant meet the requirements you set out for the job? It is essential that the applicant's skills, experiences, and abilities correspond with the needs of the job. If the fit isn't obvious, you have some choices to make:

- ☒ Steer the applicant to another position that may be a better match within your park/program.
- ☒ Restructure the position to match the applicants' skill level.
- ☒ Refer the applicant to another park/program that may be able to use their skills.
- ☒ Refer the applicant back to the Volunteer Services office.
- ☒ If you have networked with other local agencies to form a volunteer pool, you can refer the applicant to them.

Checking References & Criminal History

As of September 1, 2007, IDPR has instituted new policies which allow us to perform a criminal history background check on volunteers working with IDPR. In 2007, we prepared our agency's initial guiding policies, forms and procedures. We have contracted with a company called *First Advantage—Volunteer Advantage*® to help us protect the children and other vulnerable populations we serve. Providing a safe environment for our volunteers, visitors, and staff continues to be of utmost importance to IDPR and our legal requirements to conduct these checks annually will further that effort. If you are requiring your volunteers to handle money, work extensively with and in an unsupervised setting with children, be responsible for security, or take on any other position of authority and responsibility, consider having a criminal history check performed.

All host volunteers living and working in parks for a minimum of 30 days are required to complete a Criminal History Request form and to sign an Authority for Release of Information form. For those returning year after year to volunteer with us, we have devised a way to keep their name and authorization for conducting checks on file, so they don't have to complete new paperwork every year. When volunteers begin their new position in succeeding years, we'll initiate the check process again and submit it for approval.

Contact the Volunteer Services Office for the volunteer's record or for more guidance on criminal history checks. Volunteers who have had their contracts with IDPR terminated for inappropriate behavior may not be eligible for volunteer positions with IDPR. They will be flagged in the *Volgistics* database system.

Creating questions to ask a reference source

Consider what you want to know about this person. For instance, if they are going to be working with maintenance equipment, you might want to know about their attitudes toward safety. If they are to work with kids, you might want to know how kids respond to them. Draw up a set of questions that will help you find out what you want to know. Use the same questions for every volunteer whose references you check for that particular job.

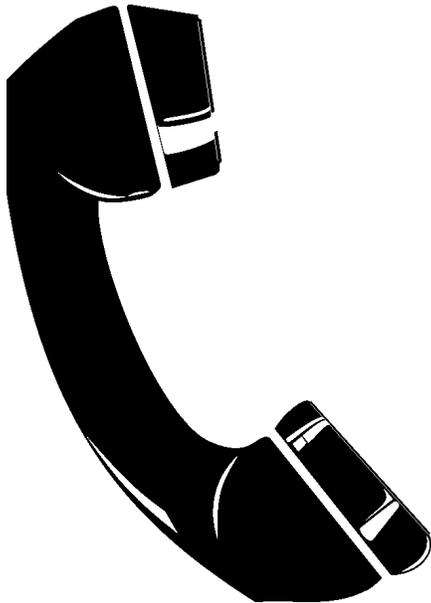
Avoid questions that can have yes/no answers. Open-ended questions elicit more information:

- ◆ In what capacity do you know Sarah?
- ◆ Tell me a little about her work record.
- ◆ Have you had an occasion to see her interact with children? How did they respond?

Also check employer references (which may include previous volunteer positions) in addition to personal references.

Making the call

Introduce yourself and explain why you are calling. Let the person you have called know that the volunteer gave their name as a reference. Tell them what type of volunteer position has been applied for.



- ✓ “Hello, my name is Park Ranger Dan Dapper and I’m the volunteer supervisor for Snake River State Park in Idaho. Sarah Do-Gooder has applied for a volunteer position here at the park and she gave you as a personal reference. Do you have a few minutes to talk with me?”
- ✓ “The volunteer position Sarah has applied for requires regular contact with our visitors. What would you say are Sarah’s strengths in dealing with the public?” “What might one of her weaknesses be?”
- ✓ “Sarah will also be working with children in our Junior Ranger program. How would you describe her interactions with children? In your opinion, how do children respond to her?”
- ✓ “Sarah’s duties will involve light maintenance in the visitors center. Can you tell me about a maintenance project she has been involved in? Do you have any knowledge about Sarah’s do-it-yourself home improvement projects?”

Liability Concerns in Screening

Rejecting volunteers has become an issue with potential legal implications in the last few years. There are developing legal questions about the extent to which an agency can decide not to accept specific volunteers, particularly as those decisions are based upon the rejection of “classes” of individuals (gender, race, sexual preference, etc.). But in these legal battles, these

volunteers were possibly being discriminated against, and this is quite different from the decision to reject an individual who is not suitable to perform the work involved in a volunteer job.

So...Avoid Discrimination!

You are legally allowed to ask any question that is relevant to the work the applicant has applied for. For example, if the applicant will be required to drive a vehicle, you may legally ask about his or her driving record. Or if they must be able to lift 50 pounds in order to work as a maintenance host, you may ask them to prove it. If an ability or characteristic is an actual REQUIREMENT of the job, you may reject people who do not qualify on that basis.

6. Hiring the Best Volunteers

Notification of Placement

Within a few days of the interview, notify the volunteer of placement with either a phone call or a letter. It is wise to send the information in writing so that the volunteer knows where and when to report for service, and a contact person.

Notify the Volunteer Services office when new hosts or volunteers are placed so administrative records can be updated. It's also helpful to notify the Volunteer Services office when you have a vacancy that needs to be filled, so inquiring volunteers can be referred to your park.

Forms and Record Keeping

When your volunteer arrives, necessary paperwork needs to be completed before they can provide service to IDPR. Some forms should be forwarded to the Volunteer Services Office; others can be maintained in the volunteer's personnel file. Below is a brief description of all forms used in the Volunteer Services Program. A distinction has been made between forms that are required to be completed and those that are helpful to the Park/Program Volunteer Supervisor. **There are copies of all forms in the appendix of this manual and in the IDPR Policies and Procedures Manual.**

Applications (IDPR forms VOL 50.01 & VOL 50.04) Required for Hosts

See Chapter 5: Screening & Interviewing Potential Volunteers

Keep these applications on file in the volunteer's personnel file.

Evaluations

- ◆ Volunteer Progress Report (IDPR form PER 51.03) **Required**
 - See Chapter 7: Supervising Your Volunteers—Evaluating Your Volunteers. Forward copies of evaluations to the Volunteer Services Office for input into the *Volgistics* database.
- ◆ Volunteer Program Evaluation (IDPR form PER 51.04)
 - See Chapter 9: Evaluating Your Program

Host Forms

- ◆ Host Orientation/Training Checklist (IDPR form VOL 50.89A)
 - See Chapter 7: Supervising Your Volunteers—Orientation & Training
- ◆ Discrimination/Sexual Harassment Notice & Drug-free Workplace Policy Notice (IDPR form VOL 50.02)



- ◆ Sign off Memorandum (IDPR form VOL 50.02) **Required**
 - Volunteer should sign the memorandum and return it to their supervisor within the first week of their job.
- ◆ Emergency Notification Form (IDPR form VOL 50.78) **Required**
 - It is not necessary to send this form to Boise. But each form should be kept on file in the park office.

This information should be kept in the volunteer's file and does not need to be submitted to Boise.

Background Check Forms

All host volunteers living and working in parks for a minimum of 30 days are required to complete a Criminal History Request form and to sign an Authority for Release of Information form.

Listed below are all the documents contained in the background check process:

- ◆ Background Check Memo
- ◆ Criminal History Request Form
- ◆ Explanation of Criminal History Check Process
- ◆ Authority for Release of Information

If you discover that your volunteers are not actually authorized to work in the United States, you cannot be charged with a verification violation; however, you cannot knowingly continue to employ this individual.

Insurance Information Business Card

This small wallet-sized card is available for all volunteers. It serves to officially identify the volunteers of your park/program and the length of the term that they will be serving. It also gives brief, at-a-glance information about and where to contact the Idaho State Insurance Fund, and our General Liability/Automobile Liability carrier.

Recognition (IDPR form ADM 50.1)

See Chapter 8: Recognizing Your Volunteers—Statewide Volunteers In Parks Award

Recruitment

- ◆ Staff Request for Volunteer Assistance (IDPR form VOL 50.04)
 - See Chapter 3: Designing Jobs for Volunteers—Identifying Tasks and Projects, Creating Position Descriptions, and Position Description Templates.
- ◆ Volunteer Interest Postcard
- ◆ Volunteer Opportunities Listing
 - This is a listing of available volunteer opportunities with IDPR for the current year. It is revised annually to include hosting position vacancies, host site amenities, site length, & park contact information.
- ◆ Volunteer Information Brochure
 - The Volunteer Services office has a variety of printed pieces to help you recruit volunteers. Use this information while performing shotgun recruitment at local clubs and service organizations, or while staffing volunteer fairs and RV shows. See Chapter 4: Recruiting Volunteers.

Service Agreements (IDPR forms VOL 50.13 & VOL 50.09) Required

ALL individual volunteers, hosts, and groups must complete a Service Agreement form before they provide any service to IDPR. For groups, the group leader completes the service agreement. This form indicates the conditions of coverage for the volunteer as well as a brief description of the work to be performed. Additionally, a state motor vehicle authorization (listed on the same form) must be signed in order for the volunteer to operate a state vehicle while performing work-related activities. This form should be accompanied by a more detailed position description of the duties being performed. Give one copy to the group or individual and place another in the volunteer's personnel file.

Time Sheets (IDPR forms PER 50.71A, VOL 50.10A, VOL 50.10B) Required

The amount of time donated must be recorded for anyone who provides services to IDPR but is not paid by IDPR. That includes Student Conservation Association (SCA) volunteers, Boy Scouts/Girl Scouts of America, National Outdoor Leadership School (NOLS) students, AmeriCorp volunteers, local ski/snowmobile clubs, community service workers, inmate labor details, and any other groups except contractors.

When hosts begin their service, provide them with the appropriate time sheet (**IDPR form PER 50.71A**). Volunteers should record their time each day of volunteering during the month. For groups, it is not necessary for each member to fill out an individual time sheet. The Group Time Sheet (**IDPR form VOL 50.10A & VOL 50.10B**) accounts for the total number of hours worked by the entire group. This form also includes the signature of each volunteer in the group. For individuals participating in a one-time or short-term activity, record the total number of hours on the Voluntary Service Agreement.

At the end of service, or at the end of the month, whichever comes first, volunteers should turn in their time sheets to their supervisor, who forwards them to the Volunteer Services office by the 5th of the following month.

It is very important that the park Volunteer Program Supervisor provide monthly time sheets to the Volunteer Services office so that the hours can be entered into the *Volgistics* database. This information will be used to produce the IDPR annual report and to keep Board members, legislators, and constituents informed about our efforts to continually involve volunteers in our programs.

On-Site Readiness

- ◆ On-Site Readiness Checklist/Volunteer Group Event Checklist (IDPR forms VOL 50.12 & VOL 50.11)
 - Be ready for the volunteer(s) when they arrive the first day of work. A good first impression is critical to getting started on the right track. How well prepared you are will send a message of how important you think the volunteer's services are to you. Take the time to organize necessary details before the volunteer arrives.

Details such as:

- Who is the immediate supervisor?
- Where is the work space and what does it consist of?
- Does the rest of the paid staff know the volunteer is joining your staff?
- When does the training start?
- Has a work schedule been worked out?

To help you prepare the work site for volunteer group projects or for individuals, use the On-Site Readiness Checklist or the Volunteer Group Event Checklist provided in the appendix. These checklists are designed to make the task of welcoming volunteers easier and will help you avoid missing important details.

Summary

Maintaining accurate volunteer records is important for a number of reasons:

- ✘ State law **REQUIRES** state agencies to register volunteers and submit their time records for worker's compensation, tort claim liability, and automobile liability insurance coverage.
- ✘ Applications (**IDPR forms VOL 50.01 & VOL 50.04**), position descriptions, and time records are used to determine if volunteers were acting within the capacity and requirements of their job, and whether State Parks has done a reasonable job of risk prevention and management, in case of a work-related injury, illness or tort claim.
- ✘ Orientation/Training records show that each volunteer has demonstrated the knowledge and skills necessary to do their job effectively and safely (**IDPR form VOL 50.89A**).



7. Supervising Your Volunteers

A specific employee in each work group should be assigned the job of supervising and coordinating volunteers. This field coordinator is a liaison to the Volunteer Services Coordinator in Boise. Supervision, simply put, is a two-way relationship between two workers. Even when volunteers are highly motivated and have well-defined position descriptions, they still need supervision. Volunteers need leadership, direction, praise, encouragement, and feedback on performance. They will be looking to the supervisor for answers to questions, to plan and lead meetings, to mediate conflict, and to promote team spirit.

Supervision is **NOT**:

- bossing people around
- constantly telling people what to do
- frequently checking up on them
- doubting their willingness and ability to do a good job
- doing the work for them

Good supervisors understand that work can be a highly meaningful and rewarding activity, that it provides individuals an opportunity to make a difference, grow, and be challenged to give one's best. This is particularly true with volunteers who have chosen to **give** their time. Thus, their greatest rewards come from the work they do, not from the pay they receive. Volunteers will be attracted to, and stay with us, if we take seriously their desire and ability to do a good job.

How Much Should I Expect From My Volunteers?

Volunteers—like all workers—need to know what is expected of them. Good supervisors clearly communicate their expectations. No volunteer sets out to do a **bad** job for you. So, with that in mind, supervisors should define what doing a **good** job is. The volunteer position descriptions described earlier (Chapter 3—Designing Jobs for Volunteers) should create a picture of good performance.

Don't believe that just because volunteers are unpaid, you shouldn't expect much from them. If you have high expectations from your volunteers you will most likely receive good results. If you believe that volunteers cannot do a good job for you or cannot be trusted to do a good job, then you will probably get minimal results.

Challenge your volunteers! Moderately difficult work, even very difficult work, is more motivating than work that is too easy. Most comments made by volunteers during informal evaluations indicate that many of them do not return year after year, or leave our organization because they were bored rather than because they were worked too hard.

Make sure your volunteers know how much you count on them to arrive on time, produce the desired products/services they have agreed to, present a good customer service attitude, and be sure they understand why their work is important. Clearly communicate your expectations regarding:

- ◆ reporting work-related problems
- ◆ not doing tasks beyond the scope of their responsibility
- ◆ maintaining appropriate relationships with co-workers
- ◆ following established procedures

Supervisors must model a friendly but professional atmosphere that places a strong emphasis on the importance of the task at hand, teamwork, on good manners, and on personal responsibility and accountability. Volunteers—and employees, too—should feel that it is a privilege and an honor to be a part of your unit. Most important of all—HAVE FUN and keep your sense of humor!!

How Much Should My Volunteers Expect From Me?

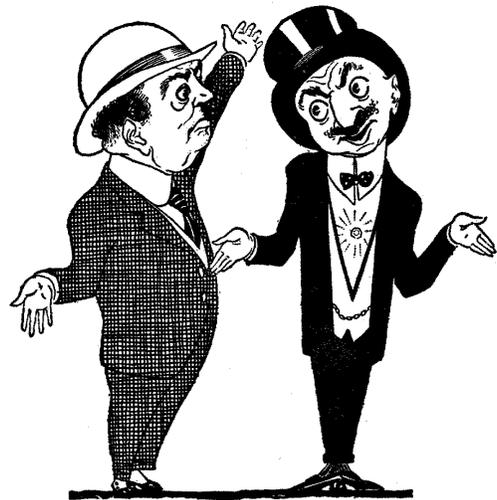
In addition to making your expectations known to volunteers, don't forget to ask about their expectations too. If some expectations are unrealistic, say so.

Volunteers have a right to:

- ⇒ A clearly defined job.
- ⇒ Adequate training.
- ⇒ Tools to do the job well.
- ⇒ Adequate workspace.
- ⇒ Cordial relations with paid staff and other volunteers.
- ⇒ Be involved in all decisions that affect them.
- ⇒ Feedback (positive and negative) on their work.
- ⇒ Be appreciated.
- ⇒ The opportunity to discuss issues or problems concerning their work
- ⇒ **Most of all...**

volunteers have a right to expect IDPR to be respectful of their time and to make certain that the time is invested in tasks and activities that are truly important.

Remember that each volunteer is a unique individual. You may find that you have to give more detailed directions to some volunteers and be more trusting with others. Some will need more training than others; some will need feedback that is performance-related; others will simply want to hear that you enjoy working with them.



Attitudes/Ideas That Box Us In:

- ☒ Volunteers work for free out of the goodness of their hearts.
- ☒ Volunteers cannot be held accountable because they work for free.
- ☒ Volunteers need kid glove treatment so they'll keep coming back. Staff comes back because they get a paycheck.
- ☒ If someone is willing to volunteer for you, you **must** take him/her on.

- ❖ Retention means hanging on at all costs because, if we couldn't keep our volunteers happy, we did something wrong.
- ❖ If we get good enough at recruitment and placement, we will have good volunteers who stay forever.
- ❖ Volunteers should be instantly perfect at the work and instantly compatible with staff.
- ❖ Any generalization about ALL volunteers.

SOURCE: “*Letting Go: Planning for Volunteer Release*” by Jane Mallory Park, handout at Pennsylvania Association for Volunteerism Workshop, 1985.

Communicating With Your Volunteers

Supervisors must be available to volunteers. Volunteers should have the ability to meet with, report to, and talk with supervisors on a regular basis. Availability encourages volunteers to consult with their supervisor if they encounter difficulties. If a volunteer has a question, they need to know to whom they can go to for an answer. You don't want them to waste time wondering what to do, or worse, doing the wrong thing.

Open and free communication is perhaps the most important aspect of building a sense of equality among volunteers and staff. Don't let your volunteers begin to feel like they are not an integral part of your work. Keep your staff informed about where and when volunteers are working for your program and what job they are performing. Including volunteers in staff meetings is a good way to foster open communication and good working relationships. Here are a few additional ways to communicate with staff members and volunteers.

- ❖ Bulletin Board Messages
- ❖ Volunteer Cubbies or Mail Slots
- ❖ Include Volunteers in Your Routing System
- ❖ Notebook or Log Where Volunteers Can Leave Messages For You
- ❖ A Suggestion Box for Those Who Don't Speak up During Meetings
- ❖ Newsletters and Memos—Paper or Electronic
- ❖ Meetings
- ❖ Minutes and Special Reports
- ❖ Maximum Use of the Telephone

Supervising Groups

Keeping supervisory control over the actions of a volunteer club can be tricky. A club has its own identity, its own structure and rules, and they will view themselves as volunteering as a group rather than as individuals. In this situation a balance must be struck. The volunteers need to feel ownership of and responsibility for the project. On the other hand, having your park or program stay in control over what is being done in its name requires finesse. Here are some ways to balance the two needs:

- ❖ Offer clear, simple guidelines in a step-by-step fashion. Make sure the outcome of the effort is clearly defined.

- ✦ If the project/activity has been done before, give the group all the information you have about what was done previously, and what worked and didn't work.
- ✦ Be clear about the various jobs that need to be done. Indicate how the jobs work together toward the common goal.
- ✦ Clearly outline supervisory responsibility between you, the group, and its individual members. Make sure everyone is in agreement about who is in charge of what and of whom.
- ✦ Establish dates and a channel for communications between you and the group.
- ✦ Get the group to appoint its own "volunteer manager" with whom you will work. This is especially important for a one-shot event, such as a weekend construction project. Work with this person to help with recruitment, on-the-job supervision, and overall management. Make sure that someone understands that he or she is in charge of overseeing the project.

In delegating "chunks" of work to an outside group you are entering into a relationship with a partner who might become an advocate for you, and this relationship will be somewhat different from other types of supervisory relationships. The group will probably not look at you as its supervisor but may be willing to look toward you as an advisor who will help it do its work successfully. Your role is to gain trust, help define what needs to be done so that IDPR gains successful results, and then to give the group whatever assistance is needed.

Event-Based Volunteers

Other groups may come to participate in some type of short-term, or one-time event. These volunteers may only be connected with IDPR on the day of the event. Here are some tips for successfully involving these types of volunteers:

- ✦ Starting two weeks prior to the scheduled event, begin filling out the Volunteer Group Event Checklist (IDPR form VOL 50.11). This checklist will act as a reminder through each step of the process.
- ✦ Get together with the rest of your staff members and plan a "day-of" strategy. Until you get used to setting up this type of event, it will be typical to either over- or under-estimate the numbers of volunteers that are actually needed. Work with staff before the event to determine how many volunteers are needed, and rough out a job description of the work to be done.
- ✦ Involve your experienced volunteers in managing the event. Let them be your assistants in providing direct supervision of volunteers for different parts of the event. They can manage sign-up, give work assignments, provide orientation, training, and even direct supervision, as well as provide on-going contact for new volunteers. Staff is likely to be too busy to pay attention to some of these supervisory requirements on the day of the event.



- ✧ Recruiting for one-day events is extremely easy and should be viewed as an excellent opportunity to reach out for new sources of volunteers. Key targets include corporations, service clubs, and students.
- ✧ Make sure volunteers bring tools with them or have all the equipment that they will need and that they know where it is.
- ✧ Inform all volunteers of their emergency, back-up resources. All volunteers should have a clearly identified contact person who will help them in an emergency. Volunteers who staff an event will most assuredly be asked questions that they cannot answer. Always make sure there is someone to whom they can refer complainers or questioners. This provides them with a “safety net.”
- ✧ Help event volunteers feel successful and have fun. While volunteers are working they will be evaluating your park and making a decision about whether to work for you again. They are likely to make that decision based on whether they enjoyed the time they spent with you, and if they truly felt a sense of accomplishment.
- ✧ If at all possible, get the names and addresses of each volunteer. This will allow you to send them a thank you note and allow you to recruit them next year.

Supervising Minors

If you choose to enter into volunteer agreements with individual minors between the ages of 14 and 17, they and their parent/guardian must sign a Volunteer Service Agreement. You are also responsible for providing adequate adult supervision. In addition, you must comply with the Child Labor Laws under the provisions of the Federal Fair Labor Standards Act (see below).

The Volunteer Services Program does not recommend that IDPR parks and programs work with individual minors under the age of 16 unless they are part of an organized group that will provide their own adult supervision. This is because Workers’ Compensation is designed for those who are or “could” be salaried, and children cannot be employees. Therefore, volunteers under the age of sixteen are not eligible to receive compensation for work/volunteer related injuries.

A Quick Look at the Fair Labor Standards Act

The FLSA child labor provisions are designed to protect minors by restricting the types of jobs and the number of hours they may work.

Prohibited Jobs

Here are a few hazardous non-farm jobs, as determined by the Secretary of Labor, that are out of bounds for teens below the age of 18. Generally, they may not work at jobs that involve:

- ✧ Driving a motor vehicle and being an outside helper on a motor vehicle
- ✧ Logging and saw milling
- ✧ Power-driven woodworking machines
- ✧ Power-driven hoisting equipment
- ✧ Power-driven metal forming, punching, and shearing machines
- ✧ Power-driven paper-products machines
- ✧ Power-driven circular saws or band saws
- ✧ Roofing operations
- ✧ Excavation operations

- * Wrecking or demolition operations

Hours Limitations

Youth 18 or older

- ⇒ may perform any job, whether hazardous or not, for unlimited hours, in accordance with minimum wage and overtime requirements.

Youth 16 and 17 years old

- ⇒ may perform any non-hazardous job, for unlimited hours.

Youth under 16 years old

- ⇒ may not work more than 54 hours in any one week
- ⇒ may not work more than 9 hours in any one day
- ⇒ cannot start working before 6 a.m. or end working after 9 p.m.
- ⇒ cannot work when school is in session unless he can read at sight and write legibly simple sentences in the English language, and has received instructions in spelling, English grammar and geography and is familiar with the fundamental operations of arithmetic.



Youth 14 and 15 years old

may work outside school hours in various non-manufacturing, non-mining, non-hazardous jobs up to:

- ⇒ 3 hours on a school day
- ⇒ 18 hours in a school week
- ⇒ 8 hours on a non-school day
- ⇒ 40 hours on a non-school week

Youth under the age of 14

- ⇒ may not work during the hours in which the public schools of the district are in session
- ⇒ may not start working earlier than 6 a.m.
- ⇒ may not continue working after 9 p.m.
- ⇒ may not be employed

Orientation

Even if volunteers come to the job with all the skills necessary to do the job, they will still need some level of orientation for their work with IDPR. The type of volunteer will determine the level of orientation. A special project volunteer that is working on a short-term task with little or no public interaction, will not require as extensive an orientation as a park host. To assist you through this process, refer to the Host Volunteer Orientation/Training Checklist (IDPR form VOL 50.89A).

Volunteers should also receive a volunteer handbook. This orientation guide provides hosts and others with information about the IDPR mission, history, volunteer program policies and

procedures, tips and strategies for success, protection and benefits, other volunteer opportunities, and general expectations of IDPR volunteers.

Orientation is the process of making volunteers feel comfortable with and understand the workings of Idaho Parks & Recreation. It is more general than “training” and provides background and practical information about IDPR. If volunteers better understand IDPR’s mission, operations, and procedures, they will be able to contribute more productively. The presentation of this information should be a discussion rather than a dry description. Orientation should answer three basic questions for the new volunteer:

- **Why should I be working here?**

This question can be answered by covering:

- The IDPR mission, vision, and strategic direction.
- The history of IDPR.
- A description of IDPR programs and services.
- A description of other organizations working in the same field (i.e. an introduction to the alphabet soup of state and federal natural resource agencies—BLM, BOR, USFWS, NPS) and their distinguishing characteristics from IDPR.

- **How will I be working here?**

Supervisors can answer this question by providing a discussion and presentation of:

- The structure of IDPR programs with illustrations of what volunteers contribute to those programs.
- The system of volunteer involvement within IDPR: policies and procedures.
- An introduction to the facilities and equipment.
- A description of volunteer requirements and benefits.
- An introduction to record-keeping requirements.

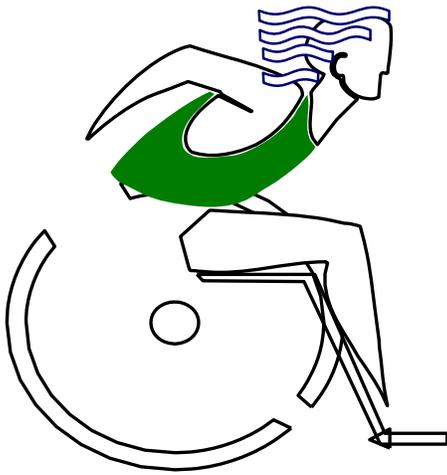
To develop the agenda for this portion of the orientation session, simply ask yourself “What would *I* like to know about this place in order to better understand how it works?”

- **How do I fit in with everyone else?**

- This portion of the orientation introduces the volunteers to the social community that they are being asked to join and begins to forge the personal bonds that will sustain volunteer involvement.

Included in this introduction are:

- An introduction to the leadership of the park or program (ask the park/program manager to provide this part of the orientation by discussing the individual mission of their park/program)
- A “welcoming” by staff and current volunteers (let staff or experienced volunteers provide a “social hour” for the newcomers)
- A description of the culture and etiquette of the program/park (matters such as dress, daily rituals, or staff celebrations such as the “Thank goodness July 4th weekend is over” barbeque).



Training

Training is the process of providing volunteers with the ability to successfully perform specific types of work. Training also influences and strengthens volunteer attitudes and commitment.

In order to be successful, a volunteer must understand exactly what his/her job is, and receive the knowledge and training necessary to do the job well. They need to know not only the exact skills, but also their role in and their responsibility to the park/program and customer. Job function training should communicate these things to the volunteer:

- This is what you should do and accomplish in your job.
- This is what you should not do.
- This is what you should do if you encounter an emergency or a situation that is not routine.

Role and responsibility training should communicate these things to the volunteer:

- This is with whom you will be working in concert with and to whom you are accountable to for your performance.
- This is how your job fits into the overall mission of IDPR, the park/program, and your role in the successful realization of that mission.

When planning your volunteer training, consider the following points:

- Train both your seasonal staff and volunteers together as a singular workforce.
- Be as precise as possible in identifying the skills/knowledge to be learned or refined. Training should never be more complex than the task that is to be accomplished.
- Be as job-specific as possible, considering what the volunteer “absolutely needs to know” and job complexity.
- Be practical, not theoretical.
- Be realistic about what you, as the trainer, can accomplish in the allotted time. Remember that people learn and retain only 10% of what they **hear**, but 90% of what they **do**. In other words, “Get out there and let them experience it for themselves.”
- Involve experienced staff and volunteers. The content of training should provide the new recruit with the collective experience (both positive and negative) that previous staff members and volunteers have acquired.
- Understand, appreciate, and draw upon the skills and experiences your audience brings to the job.

Training is an ongoing process, not a one-time activity. The better your training program is, the higher your volunteers’ performance and job satisfaction will be. In addition, training and its

documentation reduce the liability to the agency if a volunteer is negligent or fails to act according to instructions.

Training Hosts

The host program is an enhancement service to park visitors. In addition to being trained on their specific job duties, hosts must be able to answer park visitor questions, be able to assist with visitor problems, and be able to diplomatically handle a variety of situations.

The following tips can help you make sure that your hosts present a good image of the park and of themselves, as well as prevent confrontation:

- Provide volunteers with current, accurate, written, and verbal information to give the public regarding park regulations. They should be encouraged to read their volunteer handbook, be given park maps, and brochures, and encouraged to collect local interest information from the surrounding area merchants.
- Make sure that volunteers understand that park rules and regulations apply not only to visitors, but also to them.
- During training, consider presenting a variety of role-play situations and conduct a discussion session with your hosts detailing how they should handle “real-life” situations. A few role-play examples might be: How to handle a dog off leash situation, what to do when there is multiple occupancy of a single camping space, how to register after-park-hours campers, what to do when a visitor asks about local attractions and amenities.
- Encourage volunteers to listen completely without formulating a response in their heads while a visitor is speaking.
- Tell volunteers they should be tactful and courteous at all times. When customers “stretch” them beyond their ability to be tactful and courteous, encourage them to contact park staff immediately.
- Volunteers should meet and greet visitors in an unobtrusive way as they arrive. They must be sensitive to the needs of park visitors who want to “get away.”
- Encourage hosts to keep notes in a “Host Journal” about the location of special events, local merchants, RV supply dealers, ATM machines/banks, newspaper boxes, etc. This information can be passed on to the next host and will be very valuable in getting them up to speed.
- Hosts need to understand their line of authority and what constitutes over-stepping that line. Volunteers should never be asked to enforce park rules and regulations or be expected to place themselves in dangerous situations with visitors.
- Let hosts know (over and over again if necessary) that they don’t need to know all of the answers, but they should be able to assist visitors in finding the answers to their questions.

Training Group Volunteers

For groups, it is not generally possible for the volunteer supervisor to provide one-on-one orientation and safety training for each individual. Therefore, it is **very** important that the volunteer supervisor orient the group leader thoroughly prior to the arrival of the group to do the project. The group leader is then responsible to orient and train the members of their group.

Safety Training

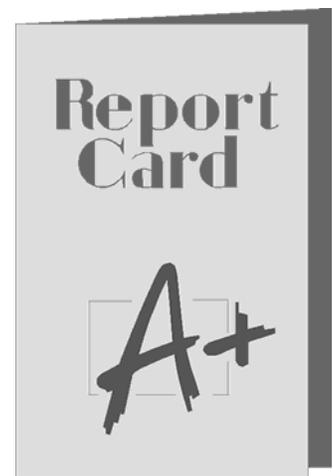
All volunteers must receive appropriate safety training in accordance with the tasks they are contracted to do. Use the Host Volunteer Orientation/Training Checklist (IDPR form VOL 50.89) as a guide to determine safety training needs. Volunteers must be informed of the agency safety policy, receive proper training before engaging in hazardous duties (i.e., cleaning restrooms, picking up litter, operating power equipment), and understand the use of any required personal protective equipment. Be sure they have access to a first aid kit and know proper procedures based on their knowledge and training. Volunteers should not be made to feel they are expected to do more than they feel comfortable doing, more than they are physically capable of doing, or more than they are properly trained to do.

Evaluating Your Volunteers

Rather than dreading the prospect of evaluation, the smart volunteer supervisor should realize two important facts:

- Most volunteers want to do the best job they can. The absence of feedback and assistance is both demeaning and disturbing to them.
- Most volunteers will “win” in assessment situations.

Failure to evaluate a volunteer sends a clear message that you don't care about the quality of the work being done, and that you don't care much about the volunteer. Both volunteers who know they aren't doing well and those who think they should be congratulated for good work will think less of the IDPR volunteer effort, and of you, if evaluations are not conducted.



There are two basic reasons for conducting volunteer evaluations:

1. To help the volunteers work closer to their potential.
2. To help IDPR better involve volunteers.

These reasons do not include dealing with all the small performance problems that supervisors have been ignoring since the last evaluation. A periodic volunteer evaluation can help shape the overall performance of the volunteer, but it cannot and should not replace the day-to-day on-site coaching and supervision that must occur.

An evaluation should be a two-way conversation. A volunteer progress report (**IDPR Form PER 51.03**) provides a basis for your decision to continue or discontinue a volunteer's service and also gives the volunteer feedback on his or her work. Forward copies of reports to the Volunteer Services Office for filing.

Resignation

Volunteers may terminate their service with IDPR at any time. It is requested that volunteers who intend to resign provide advance notice of their departure and a reason for their decision. Additionally, both the volunteer and volunteer's supervisor should officially terminate the Volunteer Service Agreement in writing by signing and dating the form that was previously completed before service began.

Corrective Action and Termination

If a volunteer repeatedly does not fulfill responsibilities, and attempts to correct the situation have failed, it may become necessary to terminate the volunteer's service agreement. Before termination, make certain you have done the basics of supervision:

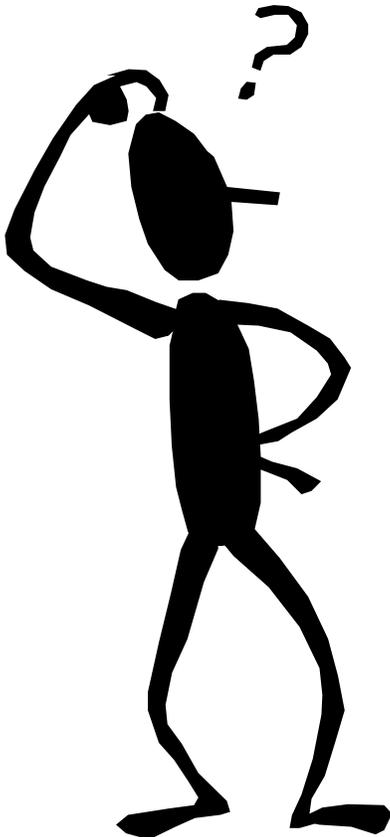
Ask for performance. Tell the volunteer what you want. Be direct.

Observe behavior and performance.

Tell the volunteer it was done right. **Tell** the volunteer it was not done right. Follow up on good performance AND poor performance.

Asking, observing, and telling go together. Recognizing good and poor performance is a daily job of every supervisor.

There are times when asking, observing, and telling do not improve the problems and corrective action or termination is required. Corrective action, in its simplest form, is holding the volunteer accountable for their actions in the hope they will understand the importance of the job and choose to improve.



The following corrective actions may be considered, depending on the nature and severity of the problem:

- A. Requirement of additional training.
- B. Re-assignment of the volunteer to a new position.
- C. Dismissal from volunteer service.

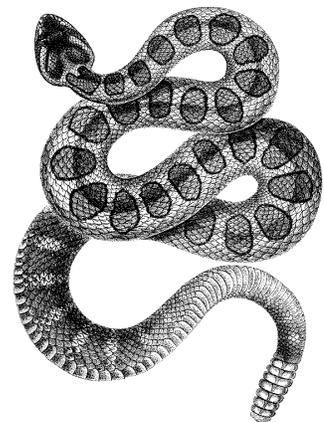
Corrective action is encouraged in a progressive manner, from verbal warning to written warning to dismissal. The purpose is to provide an opportunity for the volunteer to correct their behavior, not to provide punishment. Normally, volunteers will be given the opportunity to improve the situation before serious penalties such as dismissal are considered. However, this does not imply that progressive corrective action must be taken in all cases. If the offense is a result of gross misconduct or negligence and considered a serious detriment to the department, other volunteers or employees, or the public, firm and strong action will be considered. The action will depend on the nature of the problem.

If the determination is made to terminate, fill in the termination date on the Volunteer Service Agreement and have both the volunteer supervisor and the volunteer sign the document.

Termination

Any volunteer who works with the department may be dismissed or otherwise disciplined for any of the following causes:

- Failure to perform the duties and carry out the obligations imposed by the state constitution, state statutes, or rules of the department.
- Inefficiency, incompetency, or negligence in the performance of duties.
- Physical or mental incapacity for performing assigned duties, if NO reasonable accommodation can be made for the disabling condition.
- Refusal to accept a reasonable and proper assignment from an authorized supervisor.
- Insubordination or conduct unbecoming an IDPR volunteer or conduct detrimental to good order and discipline in the department.
- Intoxication on duty.
- Careless, negligent, or improper use or unlawful conversion of state property, equipment, or funds.
- Conviction of official misconduct in office, or conviction of any felony, or conviction of any other crime involving moral turpitude.
- Habitual pattern or failure to report for duty at the assigned time and place.
- Unexcused absences.
- Misstatement or deception in volunteer enrollment process.
- Failure to obtain or maintain a current license or certificate lawfully required as a condition in performance of duties.
- Possession of illegal substances.
- Project or job is complete and no additional help is needed.



8. Recognizing Your Volunteers

Understanding Motivation

Don't assume that all volunteers will feel adequately recognized by receiving a pin or a certificate. Remember...the reasons why people want to volunteer for IDPR are almost as numerous as the types of work they can do. All behavior is motivated by something -- even poor performance. Volunteers who are motivated to succeed at the jobs we have to offer find satisfaction in our organization and in the job they do. Generally, people are motivated by three basic needs: a need to belong, to achieve, and to have status. Listed below are things that ways to meet those basic needs:

A person who wants to belong:

- ✓ Needs personal interaction with you and your staff.
- ✓ Works to make friends.
- ✓ Likes to get involved with group projects.
- ✓ Likes to have a close working relationship with their supervisor.
- ✓ Works most easily with people they know well.
- ✓ Needs to be perceived as a "good" person.
- ✓ Needs to be liked.
- ✓ Wants to keep people happy.
- ✓ Seeks socialization opportunities.

A person who wants to achieve:

- ✓ Needs specific goals to work toward.
- ✓ Works well alone.
- ✓ Sticks to tasks until completed.
- ✓ Needs feedback.
- ✓ Seeks responsibility.
- ✓ Likes to problem solve.
- ✓ Needs tangible rewards.
- ✓ See problems as challenges.
- ✓ Needs specific parameters set to measure success.



The person who wants status:

- ✓ Needs to impact and influence others.
- ✓ Can work alone or with a group.
- ✓ Enjoys teaching others.
- ✓ Can respond to needs of people or programs.
- ✓ Keeps an eye on overall goals of the agency.
- ✓ Responds to a job title that denotes authority.
- ✓ Will seek and accept a position of authority and responsibility.
- ✓ Is persuasive.
- ✓ Is self-starting.

Recognition

Everyone, whether paid or unpaid staff, wants and needs to have his or her efforts acknowledged. A key part of supervising volunteers is recognition—showing appreciation for a volunteer’s work and offering meaningful rewards for exemplary performance and a job well done. Recognition provides incentives to the volunteer to continue working with you and is central to the retention of volunteers.

Recognition is not just “trinkets” or “events;” it is an **ongoing** process. Both formal and informal recognition should be an integral and ongoing part of your volunteer program. The most effective volunteer recognition occurs in the day-to-day interchange between the volunteer and staff as thank-you's and “atta-girls” are freely bestowed.

Creative Recognition Ideas



More Creative Recognition Ideas

- ✓ Kick-off potluck, holiday parties.
- ✓ Send “get well” cards.
- ✓ Give a discount in your gift shop.
- ✓ Wall plaques noting service.
- ✓ Involve experienced volunteers in a training role for new volunteer orientation.
- ✓ Nomination in local or IDPR statewide awards program.
- ✓ Arrange for discounts in area stores, restaurants, theatres, etc.
- ✓ Offer good, practical training.
- ✓ Work with other parks to set up job rotation opportunities.
- ✓ “Happy Vacation” cards.
- ✓ “Volunteer Spotlight” article to the local newspaper.
- ✓ Opportunities to try new things in a “safe” setting.
- ✓ Letter to parents or guardian, teachers, commending them.
- ✓ Keeping volunteers “up” on changes.
- ✓ Giving volunteers reasons behind those changes.
- ✓ Shorter, project-oriented jobs.
- ✓ Flexible work opportunities.
- ✓ Laundry service for uniforms.
- ✓ Invite family to award ceremonies.

Statewide Volunteers-In-Parks-Award (IDPR form ADM 50.1)

Each year at the annual IDPR conference, outstanding employees and private citizens are recognized. This event also allows employees to say thank you to special volunteers who provided their time, effort and/or money in order to enhance the activities or facilities of the department. Anyone may nominate a volunteer for this award at any time of the year or during the annual awards period. Nominations must be sent to the Volunteer Services Coordinator no later than September 30 for award to be presented at the Annual Conference Awards Ceremony.

Annual Volunteer Recognition Awards—“Volunteer of the Year”

These awards allow IDPR to formally recognize individuals and groups that you think are particularly deserving of special recognition. It’s up to you to send in nominations for the annual awards so the agency can recognize special contributions of time or materials or accomplishments made during the year.



A selection committee comprised of park/program staff, other Volunteer Coordinators, and volunteers will review the nominations and recommend award recipients.

Volunteer Service Awards

Just because the Volunteer Services Program awards annual recognitions does not mean the park/program volunteer supervisors shouldn’t do their part! It is even more important that personal recognitions come from you on a regular basis. Another way to do this is by presenting

your volunteer with any of the other small “thank you's” provided through the Volunteer Services office. A selection of lapel pins, bandanas, flashlights, pocketknives, etc. are purchased in quantity annually for your use and are paid for from the Volunteer Services Program budget. Check with the Volunteer Services Coordinator to find out which items are available and if any new items have been added.

Who Pays for Volunteer Recognition Items?

Volunteers are not free! In fact, never even use the phrase, “Volunteers save us money.” This statement implies that we had dollars in our budgets that we did not need to spend because volunteers are free. **WRONG!** Volunteers need your time, your supervision, and your resources. They also deserve appropriate uniforms, training, special thank you gifts, certificates, pins, food,



cards for special occasions, etc. Sometimes those things require spending money. You will need to check with your manager about the cost of these items. Managers or others in charge of field budgets can create a line item in their budget for volunteer recognition/training. We recommend this, as it is easier to track the costs of a program when it has its own cost center. The Volunteer Services Coordinator has catalogs of recognition items available and can possibly cost-share some items with you if they are beneficial to volunteers statewide.

9. Evaluating Your Program

Deciding If It's Worth the Effort

How do you evaluate the effectiveness of your volunteer program? You start by looking at some of the outcomes produced by your program. Some of these outcomes have to do with the overall contribution of effort provided by volunteers to your park/program:

- Number of volunteers involved during the past year.
- Number of volunteer hours contributed.
 - Track these figures by program (i.e. Campground Host program, one-time events, special projects, visitor services)
- Number of customers served.
- Number of staff assisted.

Most of this information can be calculated easily with the *Volgistics* database if time sheets are submitted monthly. The suggestions above will provide the Volunteer Services program with a set of numerical data that can be used to show overall activities and that can be tracked over time to show changes in program operation. Traditionally, these have been the numbers that are reported in the annual park reports submitted by the managers to the director of IDPR.

It's More Than Just Numbers

The numerical data does not show overall impact in your communities or to our customers. In other words, it does not answer the “So what?” question. In order to answer the “So what?” question consider setting goals for your volunteer program. Here are some suggestions:

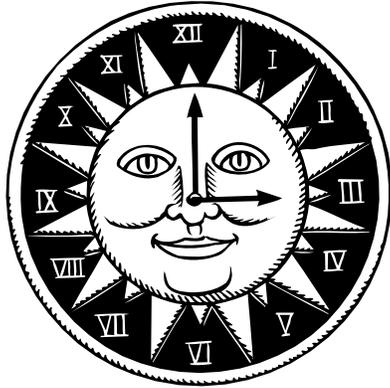
- The campground host position will be continuously staffed throughout the year, with two host positions staffed during the summer season.
- We will contract our first Adopt-A-Park group this year to be responsible for regular maintenance, trail patrol, and litter pick-up.
- We will staff our nature/visitor's center throughout the summer with a volunteer.
- We will have interpretive volunteers lead XX campfire programs.
- We will recruit a volunteer to staff the canoe rental concession this summer.

Measuring Cost/Benefit Ratio

The simplest method of determining the cost/benefit ratio of your park's volunteer program is to compare the number of volunteer hours you receive to the number of staff hours spent on the volunteer program. The *Volgistics* system will help you track the number of hours donated by volunteers, but you will have to keep up with staff time on your own. Consider all aspects of the effort; planning, recruiting, training, supervising, scheduling, and evaluating should be tracked if you want an accurate assessment.

Another way of determining cost/benefit ratios is to compare what you spend on your volunteer program (including personnel costs) to what you gain from the volunteers. Figuring out how much you spent is relatively easy (as long as you know how many hours staff spent on the

effort). Based on the latest data available on the average hourly wage for nonagricultural workers as published in the *Economic Report of the President*, the assigned hourly wage for volunteers in Idaho is **\$16.13** for 2011.



Measuring Time/Benefit Ratio

“Volunteers take too much time. It’s easier to do it myself.” Yes, volunteers take staff time. Particularly in the early stages of program planning and implementation, staff might be putting in an hour or two for every hour of volunteer time they get back. That’s to be expected. But when things settle down, you should normally expect to get back *at least* 10 to 15 hours of work from volunteers for every hour you invest in them. So, if your campground host works 20 hours/week for 3 months that equals to 240 hours. That means you can expect to spend 16-24 hours over the same period training,

supervising, recognizing, and evaluating.

Here are eight things that might help you improve your input-output time efficiency with volunteers:

1. Careful recruiting, screening and placement of volunteers in the first place. A small, quality effort is far more efficient than a large “revolving door” program in response to the “numbers game”. Handpicked and hand-placed volunteers are the way to go, via “each-one-reach-one” recruiting by outstanding current volunteers or by staff.
2. Place your volunteers in jobs that are timesaving for you, rather than time absorbing.
3. Generally, volunteers will take far less supervisory time when assigned work for which they already have the competence and motivation. Recruit the right people with the right skills through a well-written position description.
4. Take time for thorough orientation and training beforehand.
5. Group supervision of volunteers saves staff time.
6. Invest some effort in developing support systems and networks among your volunteers. They can often provide for one another much of the support and information they would otherwise need to get from staff.
7. Look to seasoned volunteers to supervise other volunteers by developing a buddy or mentoring system. Match good, experienced volunteers with the neophytes.
8. Often, a staff time-draining situation is not attributable to **most** volunteers, but only to one or a very few. So, if a volunteer persists in taking an inordinate amount of your time, and this problem doesn’t occur with your other volunteers, you might consider moving the volunteer to another position, to work with another supervisor, or even termination.

10. Managing Risk

It is important not to get carried away with liability fears about your volunteer program operation. The liability of operating a program with volunteers is not much different from that of operating one with paid workers. In fact, claims to Idaho State Insurance Fund suggests that the two are quite comparable in terms of overall risks. The greatest likelihood of lawsuits comes from injuries caused by accidents. The greater training and experience possessed, in general, by paid staff makes them somewhat more likely to avoid accidents; on the other hand, the fact that volunteers work because they want to tends to give them a greater attention to work than that of staff who become jaded and inattentive. On balance, the two are equally “unsafe.”

Applying Risk Management to Your Volunteer Program

Identify Risks for Each Volunteer Position

Think about what the volunteer might do wrong in performing the work. Think about accidents that might occur because of equipment use or unsafe premises. In thinking about dangers, review past history of problem situations, and involve volunteers who have had direct experience in performing the work. Consider the following factors:

- Physical ability to perform work
- Skills necessary to do the work correctly
- Attitude and maturity
- Use of equipment
- Condition of the worksite
- Need to follow proper procedures

Write Volunteer Position Descriptions

Create a “Qualifications” section in the job description to describe the skills, knowledge, and physical ability needed to avoid or deal with the dangers you uncovered in step one. This essentially involves “reversing” the identified risk to uncover the skills necessary to avoid it.

Screen Potential Volunteers Based on Potential Risks

Develop a list of items to be checked during the screening interview that will uncover volunteers who do not meet qualifications or who will need additional training. Test potential volunteers by having them answer questions about how they would deal with problems that might arise in performing the volunteer duties.

Methodical screening doesn’t eliminate reliance on your gut feeling; you may subconsciously pick up clues about a candidate’s suitability. Leave room for intuition in your selection process, but use it as a basis for future inquiry.

As the sensitivity of the volunteer assignment increases, the need for multiple and more thorough screening procedures rises. At the low risk end of the spectrum is a volunteer who assists each week in copying and filing or someone who comes in to the park for 4 hours to park cars for the annual fun run event. At the high-end risk is a Campground Host who is responsible for the Jr. Ranger program and spends extensive time with minors in an unsupervised setting. Whatever

you choose to do, BE CONSISTENT. If background checks are important enough for some volunteers, they are equally important for *all* volunteers performing the SAME task.

Train Volunteers in Risk Preparedness

Develop risk preparedness into your orientation. Some will need to be delivered as on-the-job training for particular positions. Develop “reality-based role play” training, examining not only how you think the work ought to go but also how, from experience, you know it might go.



Train Your Staff

Make sure that your fellow staff members are trained about the identified risks as well, and in particular make sure they are aware of the dangers in assigning new work to volunteers who have not been adequately screened or prepared. Your biggest “hidden” danger as a volunteer manager is that “over-enthusiastic” staff will assign “over-willing” volunteers to do work they are not capable of doing.

Review and Update

Continuously try to update and improve your risk management by maintaining a list of problem situations and using them to develop new training tools and supervisory procedures. Review each volunteer job annually to see if it has materially changed enough to require a significant updating of the position description, screening, training or supervisory procedures.

11. Volunteer Services Program Policies

1.0 THE VOLUNTEER PROGRAM:

1.1 IDPR Volunteer Services Program Mission Statement

The Idaho Department of Parks & Recreation Volunteer Services Program fosters highly effective volunteer engagement throughout all state parks and programs. We strive to attract and involve multiple resources from local, statewide, and international communities in order to enhance the quality of life for Idahoans. The achievement of the goals of IDPR is best served by the active participation of citizens of the community. To this end, IDPR accepts and encourages the involvement of volunteers at all levels in the department and within all appropriate programs and activities. All staff members are encouraged to assist in the creation of meaningful and productive roles in which volunteers might serve and to assist in recruitment of volunteers from the community.

1.2 Philosophy

We believe that volunteers are a crucial component of our workforce and enhance our ability to offer quality recreation programs in Idaho. We also believe that Idaho State Parks and Recreation programs serve as a catalyst within their communities to create a climate for developing leisure-time activities that enhance the quality of life and meet the basic needs shared by all human beings. These include: a need to belong, to achieve, to be recognized, to have status, to acquire and use skills, and to have a creative outlet.

1.3 The Goals of the Volunteer Services Program are:

To create State Parks & Recreation advocates and stewards who believe in and support our mission.

- To give an added personal touch to the services we provide our customers.
- To provide outreach to the communities where our facilities and programs are located.
- To create a channel for community input into our facilities and programs.
- To provide positive opportunities for individuals to “give something back” to their community.
- To enable IDPR to respond to offers of assistance from the volunteering public.
- To engage needed skills when resources are simply not there to make a staff appointment.
- To build linkages to and partnerships with other local, state, and federal entities.
- To extend our budget beyond anything we could otherwise afford by partnering with volunteers.

1.4 Purpose of Volunteer Policy

The purpose of the policy is to provide overall guidance and direction to staff and volunteers engaged in volunteer involvement and management efforts. The policy is intended for internal management guidance only, and does not constitute, either implicitly or explicitly, a binding contractual or personnel agreement. Idaho Department of Parks & Recreation reserves the exclusive right to change any aspect of the policy at any time and to expect adherence to the changed policy. Alterations to or exceptions from these policies may only be granted by the Volunteer Services Coordinator, and must be obtained in advance and in

writing. The Volunteer Services Coordinator shall decide matters in areas not specifically covered by these policies.

1.5 Scope of the Volunteer Policy

Unless specifically stated, the policy applies to all non-elected volunteers in all programs and projects undertaken by or on behalf of IDPR, and to all departments and sites of operation of IDPR.

1.6 Role of the Volunteer Services Office

The productive involvement of volunteers requires a planned and organized effort. Overall responsibility for the IDPR Volunteer Program rests with the Volunteer Services Coordinator, located in the Boise office. The coordinator monitors the IDPR volunteer programs statewide, provides assistance to the parks as requested, and serves as a liaison between volunteers, parks and program staff, and the Boise office. Additionally, the coordinator facilitates the recruitment, placement, training, tracking and recognition of volunteer's system-wide. The Boise volunteer office provides a clearinghouse of opportunities for people interested in volunteering, distributes applications, compiles status reports from the parks, provides training programs for both volunteers and staff, and attends conferences and training sessions to maintain a high professional standard of volunteer management within IDPR. The coordinator also develops the program structure; forms, manuals, recognition items, procedures and processes.

1.7 Role of IDPR Parks & Programs

At the program/park level, a volunteer supervisor administers the volunteer program. Each program office that involves volunteers in its operations is required to have someone on its staff that has been assigned the responsibility for the volunteer program. The Park Manager makes that assignment and the duties are included in that individual's work plan. A volunteer supervisor can be located in any division in the department, depending on the characteristics of the particular program and on where he or she would be most effective.

1.8 Definition of 'Volunteer'

Idaho Statute 67-2334 defines a "volunteer" as any person who contributes his services in a program or service conducted or sponsored by any agency, department or unit of state government for which he receives no financial remuneration, except for reasonable and necessary expenses actually incurred in the course of his participation in the program. Additionally, IDPR defines a volunteer as anyone who performs work for IDPR under a current, signed volunteer agreement (IDPR Form VOL 50.13.)

1.9 Special Case Volunteers

Idaho Department of Parks & Recreation also accepts as volunteers those participating through the criminal justice system, and volunteers in student community service activities, student intern projects, alternative sentencing programs, employee volunteering programs, and other volunteer referral programs, In each of these cases, however, a special agreement must be in effect with the agency, school, company, or program from which the special case volunteers originate and must identify responsibility for management and care of the volunteers.

1.10 Group Volunteers

Special arrangements will be undertaken when members of a group or an organization volunteer their time as a group effort. These arrangements will include changes in the normal application process, orientation, training, screening, and record-keeping requirements as determined necessary by the Volunteer Services Coordinator. However, a Volunteer Group Service Agreement (IDPR Form VOL 50.09) should still be completed prior to group involvement.

1.11 Employees as Volunteers

At the federal level, the Fair Labor Standards Act (FLSA), administered by the Wage and Hour Administration, is the law that governs the ability of employees of an organization to also volunteer within that same organization. The intent of the FLSA is to prevent abuse of employees, particularly those paid by the hour (non-exempt employees). Individuals are considered to be volunteers only when their services are offered freely and without pressure or coercion, direct or implied, from an employer.

An IDPR employee can serve as a volunteer for the department as long as:

- The duties he or she performs as a volunteer are not the same types of duties for which he or she is paid. For example, an administrative assistant in the region office can volunteer to give an interpretive program in a park on his or her own time, but cannot volunteer to do secretarial work for a park manager.
- The employee is not being paid for the work and uses accrued leave, compensatory time, or time outside of their normal business hours to perform the volunteer duties. When volunteering, employees must sign an Individual Voluntary Agreement for Service (IDPR Form VOL 50-13) to be covered under Worker's Compensation, Tort Liability, and the IDPR General Automobile/Liability insurance policies.
- The employee voluntarily requests to participate with no "coercion" or "undue pressure" to do so.

Family members and relatives of IDPR employees may serve as volunteers as long as the IDPR employee signing the agreement for voluntary services is not an immediate family member.

NOTE: It is the policy of IDPR that seasonal employees volunteering time during their "off season" must complete all required volunteer enrollment paperwork prior to volunteering.

1.12 Service at the Discretion of IDPR

Idaho Department of Parks & Recreation accepts the service of all volunteers with the understanding that such service is at the sole discretion of the Department. Volunteers agree that IDPR may at any time decide to terminate the volunteer's relationship with the department or to make changes in the nature of their volunteer assignment.

A volunteer may at any time, for whatever reason, decide to sever the volunteer's relationship with IDPR. Notice of such a decision should be communicated as soon as possible to the volunteer's supervisor.

1.13 Volunteer Right and Responsibilities

Volunteers are viewed as a valuable resource to IDPR, its staff, and its customers. Volunteers shall be extended the right to be given meaningful assignments, the right to be treated as equal co-workers, the right to effective supervision, the right to full involvement and participation, and the right to recognition for work done. In return, volunteers shall agree to actively perform their duties to the best of their abilities and to remain loyal to the values, goals and procedures of the Department.

1.14 Acceptance of Volunteers

Idaho Statute 67-2335 states that no law of this state prohibits any agency, department or unit of state government from accepting volunteers for any program that it conducts or sponsors. The department sponsoring the program or service may reimburse volunteers for reasonable and necessary expenses actually incurred in the course of their participation in those programs.

No person, who has been convicted of any violent crime, crime against persons, or crime involving the use of a weapon shall be enlisted in the IDPR Volunteer Program in any manner whatsoever.

1.15 Scope of Volunteer Involvement

Volunteers may be involved in all programs and activities of the department, and serve at all levels of skill and decision-making. However, it is unethical and unacceptable to displace paid staff with unpaid staff. The availability of volunteer resources will never be a factor in the consideration of staff reduction in force, terminations, or loss through attrition.

1.16 Discrimination and Sexual Harassment

Volunteers are recruited and accepted from the public without regard to race, creed, religion, age, gender, color, disability, or national origin. Discrimination and sexual harassment are against the law and will be grounds for disciplinary action, including dismissal. The sole qualification for volunteer recruitment shall be suitability to perform a task on behalf of the department.

VOLUNTEER MANAGEMENT PROCEDURES:

2.1 Maintenance of Records

A system of records will be maintained on each volunteer, including dates of service, positions held, duties performed, evaluation of work, and awards received. Volunteers and appropriate staff shall be responsible for submitting all appropriate records and information to the volunteer management office in a timely and accurate fashion. For further information concerning which forms must be submitted and when they are to be submitted to the Volunteer Management Office, see Volunteer Management Guidelines chapter 6 – Forms and Record Keeping.

Volunteer personnel records shall be afforded the same confidentiality as staff personnel records.

2.2 Representation of Idaho Department of Parks & Recreation

Prior to any action or statement that might significantly affect or obligate the Department, volunteers should seek consultation and approval from appropriate staff. These actions may include, but are not limited to, public statements to the press, lobbying efforts with other organizations, collaborations or joint initiatives, or any agreements involving contractual or other financial obligations. Volunteers are authorized to act as representatives of IDPR as specifically indicated within their position descriptions and only to the extent of such written specifications.

Volunteers may not use their IDPR affiliation in connection with partisan politics, religious matters, or community issues contrary to positions taken by the department.

2.3 Drug-Free Workplace

See IDPR Procedures Manual Number I-33-2.1

2.4 Worksite

An appropriate worksite shall be established prior to the enrollment of any volunteer. This worksite shall contain necessary facilities, equipment, and space to enable the volunteer to effectively and comfortably perform his or her duties. Worksites and equipment provided to volunteers shall be comparable to that of paid staff performing similar duties.

2.5 Dress Code

As representatives of the department, volunteers, like staff, are responsible for presenting a good image to customers and to the community. Volunteers shall dress appropriately for the conditions and performance of their duties. At no time, shall a volunteer wear an IDPR state park ranger uniform.

2.6 Timesheets

Individual volunteers and supervising staff are responsible for the accurate completion and timely submission of timesheets. For more information concerning timesheets, refer to the Volunteer Management Guidelines chapter 6 – Forms and Record Keeping.

3.0 VOLUNTEER RECRUITMENT AND SELECTION:

3.1 Position Descriptions

Volunteer staff (just as paid staff) requires a clear, complete, and current description of the duties and responsibilities of the position that they are expected to fill. Prior to any volunteer assignment or recruitment effort, a position description must be developed for each volunteer post. This will be given to each accepted volunteer and used in subsequent management and evaluation efforts. Position descriptions should be reviewed and updated at least every two years, or whenever the work involved in the position changes substantially.



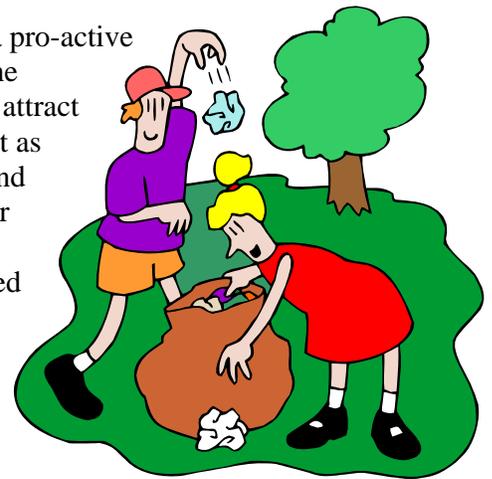
All position descriptions shall include a description of the purpose and duties of the position, a designated supervisor and worksite, a timeframe for the performance of the job, a listing of job qualifications, and a description of job benefits. The Volunteer Services Coordinator is available to assist staff in the development of volunteer jobs and position descriptions. Generic Volunteer Position Templates can be found in the appendix of the Volunteer Management Guidelines.

3.2 Staff Requests for Volunteers

Requests for volunteers shall be submitted in writing (IDPR Form Vol. 50.14) by interested staff, complete with a draft position description and a requested timeframe. All staff should understand that the recruitment of volunteers is enhanced by creative and interesting jobs and by advance notice. The Volunteer Services Office reserves the right to refuse to recruit or place any volunteers until staff are prepared to make effective use of the volunteer resource, and to provide an adequate worksite.

3.3 Recruitment

Volunteers shall be recruited by the Department on a pro-active basis, with the intent of broadening and expanding the volunteer involvement of the community. Efforts to attract volunteers will be given similar attention and support as efforts to attract qualified staff, financial resources and donors of money. Volunteers may be recruited either through an interest in a specific job or through a general interest in volunteering which will be matched with a specific park or program need. No final acceptance of a volunteer shall take place without a specific written volunteer position description for that volunteer.



3.4 Recruitment and Supervision of Minors

Volunteers who have not reached the age of 18 years must have the written consent of a parent or legal guardian on the Volunteer Service Agreement prior to volunteering. The volunteer services assigned to a minor should be performed in a non-hazardous environment and should comply with all appropriate requirements of child labor laws. For more information about child labor laws see the Volunteer Management Guidelines chapter 7 – Supervising Minors.

3.5 Interviewing

Prior to being assigned or appointed to a position, all volunteers will be interviewed to ascertain their suitability for and interest in that position. The interview should determine the qualifications of the volunteer, their commitment to fulfill the requirements of the position, and should answer any questions that the volunteer might have about the position. Interviews may be conducted either in person or by other means.

3.6 Screening

The purpose of the initial interview will be to determine the qualifications, ability and suitability of the individual to perform work on behalf of IDPR. Prospective volunteers will

be informed in advance that the interview process is designed so that each party can screen the other, and that acceptance, as a volunteer is not automatic.

3.7 Criminal Records Check

As appropriate for the protection of customers, volunteers in certain assignments (positions where volunteers work unsupervised with children, fee collection, retail sales, or bookkeeping) **may** be asked to submit to a background criminal record check. Volunteers who do not agree to the background check may be refused assignment to those particular positions. Where volunteers are to be placed in direct contact with minors additional screening may be instituted. These procedures may include reference checks, direct background investigation, criminal investigation, etc. Volunteers who refuse permission to conduct these checks will not be accepted for placement with at-risk customers.

3.8 Reasonable Accommodations

Disabled volunteers are protected by the Americans with Disabilities Act of 1990 (ADA) and have the right to request a **reasonable accommodation** for the hiring process and the job. A reasonable accommodation is any change or adjustment to a job, the work environment, or the way things are usually done that would allow individuals to apply for volunteer positions, perform job functions, or enjoy equal access to benefits available to other individuals in the workplace. For example, if the job requires a volunteer to be able to stand in the park kiosk and take entrance fees, a reasonable accommodation for a person of small stature could simply be placing a step stool in the booth. Some of the most common types of accommodations include:

- Installing a ramp or modifying a workspace or restroom to accommodate a wheelchair.
- Sign language interpreters for people who are deaf or readers for people who are blind.
- A quieter workspace for someone with a mental disability.
- Training materials written in Braille, put on audiotape, or computer disks for people who cannot hear.
- Special telephones for people who are deaf.
- Time off for some one who needs treatment for a disability.

A request for reasonable accommodation can be made at any time during the application process or any time before or after the volunteer starts working. However, disabled volunteers must be still qualified and able to do the job they are hired to do, with or without reasonable accommodation.

3.9 Placement

In placing a volunteer in a position, attention shall be paid to the interests and capabilities of the volunteer and to the requirements of the volunteer position. No placement shall be made unless the requirements of both the volunteer and the supervising staff can be met: no volunteer should be assigned to a “busy-work” position and no position should be given to an unqualified or uninterested volunteer.

3.10 Staff Participation in Interviewing and Placement

Wherever possible, staff that will be working with the volunteer should participate in the design and conduction of the placement interview. Final assignment of a potential volunteer should not take place without the approval of appropriate staff with whom the volunteer will be working.

3.11 Acceptance and Appointment

Service as a volunteer with Idaho Department of Parks & Recreation shall begin with an official written notice of acceptance or appointment to a volunteer position. No volunteer shall begin performance of any position until they have officially accepted the position and have completed all necessary screening and paperwork. At the time of final acceptance, each volunteer shall complete all necessary enrollment paperwork and shall receive a copy of their job description and a copy of the Voluntary Services Agreement.

3.12 Probationary Period

All volunteer host (see the classification of “host” in the Volunteer Management Guidelines - Chapter 1: IDPR Volunteer Programs) placements shall initially be done on a trial period of 30 days. At the end of this period an interview with the volunteer shall be conducted to evaluate the extent to which the objectives of both the Department and the volunteer are being satisfied. Terms of the position such as expectations and job description may be renegotiated to bring about a more satisfactory placement for both parties. Other options such as reassignment or termination may be appropriate.



3.13 Certification of Qualification

Prior to the acceptance of volunteers into professional service positions for which certification or a license is required, volunteers will be required to submit proof of professional or technical ability, qualification, experience record, license or membership. A copy of such certificate or license should be maintained in the volunteer’s record.

3.14 Length of Service

All volunteer positions shall have a set term of duration. It is highly recommended that this term shall not be longer than one-year, with an option for renewal at the discretion of both parties. All volunteer assignments shall end at the conclusion of their set term, without expectation or requirement of re-assignment of that position to the incumbent.

Volunteers are neither expected nor required to continue their involvement with IDPR at the end of their set term, although in most cases they are welcome to do so. They may seek a different volunteer assignment within IDPR or with another organization, or choose to leave volunteer service altogether.

3.15 Leave of Absence

At the discretion of the supervisor, leaves of absence may be granted to volunteers. This leave of absence will not alter or extend the previously agreed upon ending date of the volunteer’s term of service.

4.0 VOLUNTEER TRAINING AND DEVELOPMENT:

4.1 Orientation

All volunteers will receive a general orientation on the goals and mission of the Idaho Department of Parks & Recreation, an orientation on the nature and operation of the park, program, or activity for which they were recruited, and a specific orientation on the purposes and requirements of the position that they are accepting.

4.2 Training

The volunteer training program is an integral part of volunteering with IDPR. Volunteers have the right to be fully prepared to perform their volunteer duties as assigned. All volunteers will receive complete, current, and timely training to ensure they are fully qualified to perform their assigned duties. Volunteer training may include on-the-job training and/or a buddy system of support and education. All volunteers are required to complete a training program within a few days of the start of their volunteer placement.

4.3 Staff Involvement in Orientation and Training

IDPR park and program staff should have an active role in the design and delivery of both orientation and training of volunteers. They have the responsibility to provide the necessary training for satisfactory volunteer performance. Staff who will be in a supervisory capacity to volunteers shall have the primary responsibility for design and delivery of on-the-job training to those volunteers assigned to them.

4.4 Volunteer Involvement in Orientation and Training

Experienced volunteers should be included in the design and delivery of volunteer orientation and training.

4.5 Continuing Education

Just as with staff, volunteers should attempt to improve their levels of skill during their terms of service. Additional training and educational opportunities will be made available to volunteers during their connection with the Department where deemed appropriate. This continuing education may include both additional information on performance of their current volunteer assignment as well as more general information, and might be provided by the Volunteer Services Office or by assisting the volunteer to participate in educational programs provided by other groups.

4.6 Conference Attendance

Volunteers are authorized to attend conferences and meetings that are relevant to their volunteer assignments, including those run by IDPR and those run by other organizations. Prior approval from the volunteer's supervisor should be obtained before attending any conference or meeting if attendance will interfere with the volunteer's work schedule or if reimbursement of expenses is sought.

4.7 Risk Management

Volunteers will be informed of any hazardous aspects, materials, equipment, processes or persons that they may encounter while performing volunteer work and will be trained and equipped in methods to deal with all identified risks.

5.0 SUPERVISION AND EVALUATION:

5.1 Requirement of a Supervisor

Each volunteer who is accepted to a position within IDPR must have a clearly identified supervisor who is responsible and accountable through his or her performance plan for direct management of that volunteer. This supervisor shall be responsible for day-to-day management and guidance of the work of the volunteer, and shall be available to the volunteer for consultation and assistance. The supervisor will have primary responsibility for developing suitable assignments for the volunteer, for involving the volunteer in the communication flow of the park or program, and for providing feedback to the volunteer regarding their work.

5.2 Volunteers as Volunteer Supervisors

A volunteer may act as a supervisor of other volunteers, provided that the supervising volunteer is under the direct supervision of a paid staff member.

5.3 Volunteer/Staff Relationships

Volunteers and paid staff are considered to be partners in implementing the mission of Idaho Department of Parks & Recreation, with each having an equally important and complementary role to play. It is essential to the proper operation of this relationship that each partner understands and respects the needs and abilities of the other.

5.4 Acceptance of Volunteers by Staff

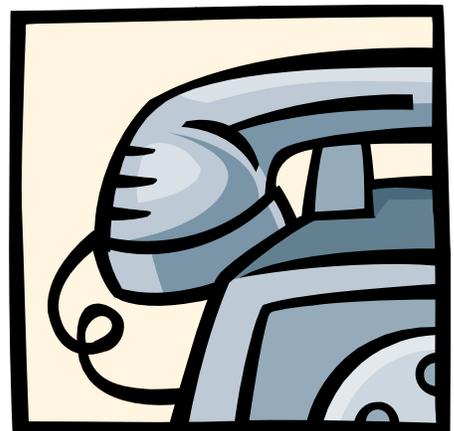
Since individual staff members are in a better position to determine their own workloads and their own abilities, no volunteer will be assigned to work with an IDPR staff member without the consent of that person. Since volunteers are considered a valuable resource in performing IDPR's work, employees are encouraged to consider creative ways in which volunteers might be of service to their park or program and to consult with the Volunteer Services Coordinator if they feel in need of assistance or additional training.

5.5 Volunteer Management Training for IDPR Employees

Immediate supervisors of volunteers, and other staff who work regularly with volunteers, will receive training on the principles of effective volunteer management, including motivation, supervision, and recognition.

5.6 Lines of Communication

Volunteers are entitled to all necessary information pertinent to the performance of their work assignments. Accordingly, volunteers should be included in and have access to all appropriate information, memos, materials, and meetings relevant to their work assignment. To facilitate the receipt of this information on a timely basis, volunteers should be included on all relevant routing schedules and should be given a method for receipt of information circulated in their absence. Primary responsibility for



ensuring that volunteers receive such information will rest with the direct supervisor of the volunteers.

Lines of communication should operate in both directions, and should exist both formally and informally. Volunteers should be consulted regarding **all** decisions that would substantially affect the performance of their duties.

5.7 Absenteeism

Volunteers are expected to perform their duties on a regular scheduled and punctual basis. When expecting to be absent from a scheduled duty, volunteers should inform their staff supervisor as far in advance as possible so that alternative arrangements may be made. Continual absenteeism will result in a review of the volunteer's work assignment or term of service.

5.8 Standards of Performance

Standards of performance shall be established for each volunteer position. These standards should list the work to be done in that position, measurable indicators of whether the work was accomplished to the required standards, and appropriate timeframes for accomplishment of the work. Creation of these standards will be a joint function of staff and the volunteer assigned to the position, and a copy of the standards should be provided to the volunteer along with a copy of their job description at the beginning of their assignment.

5.9 Evaluations

Volunteers have the right to receive regular, timely, and constructive feedback on the performance of their assignments. Evaluation procedures should be non-threatening, constructive, supportive, flexible, and empowering. They should motivate the volunteer to aim for the highest standards and pinpoint where IDPR can help the volunteer to achieve his or her goals. The performance review should offer the opportunity for volunteers to give input and to negotiate change.

It shall be the responsibility of each member of staff in a supervisory relationship with a volunteer to schedule and perform periodic evaluations (once every month or at the end of the volunteer's term of service). See IDPR Form PER 51.03.

5.10 Dismissal of a Volunteer

Volunteers who do not adhere to the rules and procedures of Idaho Department of Parks & Recreation or who fail satisfactorily to perform their volunteer assignment may be subject to dismissal. Prior to dismissal of a volunteer, any affected member of staff should seek the consultation and assistance of the Volunteer Services Coordinator.

5.11 Reasons for Dismissal

Possible grounds for dismissal may include, but are not limited to, the following: gross misconduct or insubordination, being under the influence of alcohol or drugs, theft of property or misuse of IDPR equipment or materials, abuse or mistreatment of customers or co-workers, failure to abide by IDPR policies and procedures, failure to meet physical standards of performance, and failure to satisfactorily perform assigned duties. Further, a volunteer may be dismissed when the project or job is complete and no additional help is needed.

5.12 Notice of Departure of a Volunteer

In the event that a volunteer departs from IDPR, whether voluntarily or involuntarily, or is re-assigned to a new position, it shall be the responsibility of the volunteer's supervisor to inform the Volunteer Services Office that the volunteer is no longer assigned to work with them.

5.13 Resignation

Volunteers may terminate their service with IDPR at any time and for any reason. It is requested that volunteers who intend to resign provide advance notice of their departure and a reason for their decision. Additionally, both the volunteer and volunteer's supervisor should officially terminate the Volunteer Service Agreement in writing by signing and dating the form that was previously completed before service began.

5.14 Exit Interviews

Exit interviews, where possible, should be conducted with volunteers who are leaving their positions. The interview should ascertain why the volunteer is leaving the position, suggestions the volunteer may have to improve the position, and the possibility of involving the volunteer with IDPR in the future. See IDPR Form PER 51.04.

5.15 Communication with the Volunteer Services Office

Staff supervising volunteers are responsible for maintaining regular communication with the Volunteer Services Coordinator on the status of the volunteers they are supervising, and are responsible for the timely provision of all necessary paperwork to the office in Boise. The volunteer office should be informed immediately of any substantial change in the work or status of a volunteer and should be consulted when any corrective action is being considered.

5.16 Evaluation of Idaho Parks & Recreation Volunteer Program

The Volunteer Services Office shall conduct an annual evaluation of volunteer contributions to IDPR. This evaluation will include information gathered from volunteers, staff, and customers.

6.0 VOLUNTEER SUPPORT AND RECOGNITION:

6.1 Reimbursement of Expenses

Volunteers may be eligible for reimbursement of reasonable expenses incurred while undertaking business for IDPR. Reimbursement expenses will be paid from the individual park or program O&E budget. The determination to reimburse volunteers should be based on:

- What is required to accomplish the job, such as tools or protective eyewear?
- Whether or not the reimbursement will allow parks or programs to retain competent volunteers.
- Providing "reasonable accommodations" to all qualified volunteers.

The following items may be reimbursable, when approved in advance by the volunteer's immediate supervisor:

- Standard mileage rate as determined by the IRS or the cost of public transportation to and from their assignment
- Parking expenses
- Meals
- Refreshments
- Telephone or postage for work done at home
- Special clothing needs (aprons, work gloves, etc.)
- Fees for conferences related to volunteer assignment

6.2 Access to IDPR Property and Materials

As appropriate, volunteers shall have access to IDPR property and those materials necessary to fulfill their duties, and shall receive training in the operation of any equipment. Property and materials shall be used only when directly required for the volunteer task. Idaho's General Liability/Automobile Liability policy provides coverage to volunteer workers as insured with the limited restrictions concerning the use of an automobile. The policy provides coverage for any driver of a state owned or hired automobile, but does not cover the volunteer worker operating their personally owned or hired automobile.

6.3 Insurance

Worker's Compensation

Volunteers receive the same benefits and protection as state employees and are considered to be "employees in public employment" under Idaho Statute Title 72-205 Worker's Compensation Law. It states that "every person in the service of the state, under any contract of hire, express or implied, whether elected or appointed, while performing his official duties [shall be covered]. **Volunteers are not covered for loss of employment time due to an injury or illness, nor for a lasting disability or death. Volunteer service is not creditable for leave accrual or any other benefit.**

Tort Liability

Section 6-902 of the Idaho Code, defines the term 'employee' as follows:

"...persons acting on behalf of the governmental entity in any official capacity, temporarily or permanently, whether with or without compensation..."

By this definition, and **for this purpose only**, volunteer workers and/or persons serving without pay come under the purview of the Idaho Tort Claims Act, Section 6-901 of the Idaho Code. This means that if a volunteer should be sued for property damage or for personal injury that occurs while carrying out these duties, the State of Idaho will defend them (under the Idaho Tort Claims Act). The coverage extends to all volunteers who have completed and signed, and which has been signed by the volunteer supervisor, an "Agreement for Individual Voluntary Services" prior to participation in a volunteer project. The coverage extends to any accident, act, error, omission, or event during the coverage period that results in damages and rises within the scope of the volunteer's duties for the state. All situations will be considered for coverage on a case-by-case basis.

6.4 Recognition

An annual volunteer recognition event will be conducted by the Volunteer Services Office to highlight and reward the contribution of volunteers to IDPR. Volunteers and staff will be consulted and involved in order to develop an appropriate format for the recognition event.

6.5 Informal Recognition

All staff responsible for volunteer supervision are encouraged to undertake methods of recognition of volunteer service on a regular basis throughout the year. These methods of informal recognition should range from simple “Thank You’s” to a concerted effort to include volunteers as full participants in decision making and implementation for projects which involve the volunteer. See Volunteer Management Guidelines – Chapter 8: Recognizing Your Volunteers.

6.6 Volunteer Career Paths

Volunteers are encouraged to develop their skills while serving with IDPR, and are to be assisted through promotion to new volunteer jobs to assume additional and greater responsibilities. If so desired by the volunteer, this organization will assist the volunteer in maintaining appropriate records of volunteer experience that will assist the volunteer in future career opportunities, both paid and volunteer.

6.7 Staff Recognition

The Volunteer Services Office shall design a recognition system for staff that work well with volunteers, and shall consult with volunteers and staff supervisors to identify appropriate staff to receive such awards.