

Chapter Five: Orientation and Training



“It is noble to be good, and it is nobler to teach others to be good - and less trouble!”

- Mark Twain

5. Orienting and Training Volunteers

Volunteers come to your agency with varying degrees and types of experiences. They may have a high school education or less or they may come to you with an impressive educational background, extensive work and volunteer experiences. ALL volunteers will need to be oriented to the uniqueness of service delivery from your organization.

Webster’s dictionary defines “orient” as “to set right by adjusting to facts or principles.” It defines “orientation” as “general or lasting direction of thought, inclination or interest.” Orientation is an opportunity to introduce volunteers to your organization as it is now and provides direction for where the agency is going. A thorough orientation allows the volunteer to see where he or she fits today and how he or she may help the agency grow in the future.

When examining orientation and training at your agency ask yourself:

- What are the necessary components to volunteer orientation for our agency?
- Who provides initial orientation to the agency?
- Who provides training on how to do a job?
- What training opportunities are there for volunteers to expand their knowledge and skills?
- How is training provided?

Orientation and training will be different for those who commit to serve your organization for an extended period of time than for those who are providing a short-term labor or assistance during a one time event such as a fun run.

We’ll look first at the overall orientation training that is applicable to all volunteers and staff and most likely provided by the volunteer coordinator. Then we’ll look at training provided by staff supervisors.



5.1. Orienting Volunteers

Think back to when you began your job. Your emotions raced from excitement to anxiety. You had all kinds of questions such as:

- What should I wear?
- What will my work day be like?
- Will I like working here?
- Is there a refrigerator to put my lunch in?
- Will someone show me what to do or will I be expected to know what needs to be done?

Volunteers new to your agency will have similar feelings, thoughts and questions. Everything you can do to reduce their anxiety and to channel their excitement into your program during the crucial first days of volunteering will lay the groundwork for a successful partnership.

5.1.1 Orientation Components

Just as you need information about a volunteer in order to place him or her within your organization, a great deal of basic information is needed to prepare a volunteer to do his or her job. This includes:

- Agency location/s, telephone number/s and web address.
- Walk through of the facility.
- Introduction with names and titles of key people in your organization.
- Agency's mission and types of services provided.
- Hours of operation, holiday closure, inclement weather policies.
- Confidentiality and reporting requirements and procedures.
- Dress code.
- Conflict of interest issues.
- Access and use of agency equipment including long distance telephone procedures.



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- Military structure and chain of command.
- Customer service.
- Documenting volunteer hours.
- Safety procedures.
- Meetings and training.
- Emergency procedures.
- Non-discrimination expectations.

5.1.2 Orientation Formats

The format you use to train and assimilate volunteers into your organization can be as unique as you are. Orientation can be done:

- In a group setting if you have a number of new volunteers or you're training a number of volunteers to support a specific event such as a fun run or a volunteer fair.
- On line if you post reading materials and interactive self - assessments.
- At home if there are materials an individual needs to review before volunteering.
- With a checklist that needs to be completed before a volunteer begins service.
- On the job training and orientation.
- Combination of the above.

As the volunteer coordinator, you can prepare orientation materials applicable to all volunteers at your agency. It is a good idea to require volunteers to read and document that they have read some basic agency guidelines as outlined in section 5.1.2 above.

Orientation is a process. It begins with your first contact with a potential volunteer as you model professionalism as you provide requested information. Orientation to your agency continues as you screen the volunteer, perhaps first by phone, but ultimately at an in-person meeting.



5.1.3 Initial Contact

You provide information about your organization before a potential volunteer even joins through initial telephone, e-mail or regular mail contact. You provide more detailed information about agency programs and expectations during a screening interview. See Chapter Six: Volunteer Management for more information on screening volunteers.

5.1.4 Orientation Check List

An orientation check list is a good way to:

- Ensure you cover each topic with each volunteer.
- Document each item was discussed with the volunteer. Make sure the volunteer signs the check list.
- Inform volunteer supervisors and agency management that critical elements of the volunteer management program are being addressed.

Three sample orientation check lists follow to give you ideas of what you may want to add to your check list the next time you update it. A fourth example for orienting non-adult volunteers is also included.



Orientation check list sample 1 from ACS Rock Island Arsenal, IL.

ACS Orientation for Volunteers

Volunteer: _____

Date: _____

PROGRAM BRIEFINGS

- Volunteer Supervisor
- Army Emergency Relief (AER)
- Family Advocacy Program (FAP)
- Exceptional Family Member Program (EFMP)
- Families First
- Discovery Time Playgroup
- Fatherhood Program
- Financial Readiness
- Employment Readiness
- Mobilization & Deployment
- Outreach
- Relocation (Relo)
- Information & Referral (I&R)
- Central Intake
- Installation Volunteer Coordinator (IVC)
- Army Family Action Plan (AFAP)
- Army Family Team Building (AFTB)

FACILITY

- Office Hours
- Central Intake
- ASAP/EAP
- Waiting Area
- In & Out Board
- Mailboxes
- Telephones/Fax/Copiers
- Computers
- Coffee/Water/Soda
- Kitchen/Refrigerator/Microwave



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FACILITY (cont.)

- Lunch/Breaks
- Coat Rack & Purse Storage
- Training Room/Group Room
- ACS Waiting Area/Children's Play Area
- Programs Bulletin Board
- ACS Information Bulletin Board
- Volunteer Bulletin Board
- Community Library
- Volunteer Resource Library

CONDUCT

- Issue of Undue Influence – Volunteer Service is Voluntary
- Equal Employment Opportunity/Grievance Procedures
- Emergencies: Fire, Medical, Crisis Intervention, Duress Switch
- Job Performance & Quality Standards
- Volunteer Job Descriptions/Assigned Duties/Line of Supervision
- Reimbursement Procedures for Incidental Expenses
- Award Policies
- Job Related SOP's
- Telephone Etiquette
- Professional Appearance
- Standards of Conduct
- Client Confidentiality
- Team Meetings
- Documenting Volunteer Hours/Name Tag

MISSION STATEMENT

Our mission is to respond to our customers by providing personalized, confidential and comprehensive human services that:

- * Promote self-reliance, readiness and stability
- * Enhance quality of life
- * Empower military and civilian employees, and their families

Date Orientation Completed: _____

Volunteer Supervisor Signature: _____



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Orientation check list sample 2 from FFSC Hampton Roads, VA.

Volunteer Orientation Checklist

Volunteer Name: _____ Start Date: _____

Program: _____ Supervisor: _____

The orientation checklist should be completed by the end of the first month of volunteer service and returned to the Volunteer Program Manager.

VOLUNTEER ORIENTATION:

- Confidentiality, Privacy Act, Time Cards, Name Tag, Volunteer Handbook, Tour of FFSC Building, Introduction to COS, Job Description, Schedule, Job Orientation/Training, Attend "What FFSC Can Do For You" Briefing, Introduction to Unit Staff

I, _____ hereby acknowledge that I have received a copy of the Volunteer Handbook. I also confirm that I have read and understand its contents.

Date handbook and form provided to volunteer: _____

Date Volunteer Acknowledgement returned: _____

Volunteer: _____

Supervisor: _____

Volunteer Program Manager: _____



Table with 6 columns: Little Creek (462-7563), Newport News (688-NAVY), Norfolk (444-2102), Northwest (421-8770), Oceana (433-2912), Yorktown (877-4606)

WEBSITE: www.ffscnorva.navy.mil



Orientation check list sample 3 from MCCC Camp Pendleton, CA.

Volunteer Orientation Checklist

Volunteer's Name: _____ Date: _____

TO BE COMPLETED AND RETURNED TO THE VOLUNTEER PROGRAM MANAGER WITHIN THREE WORKING DAYS.

SUPERVISOR: Please use this orientation checklist as an outline to follow during the Volunteer Orientation process. The volunteer Orientation checklist is designed to give you an opportunity to gauge the volunteer's commitment and dedication, to stimulate interest, and to get the volunteer into satisfactory production. Check each item as it is discussed to be sure you have welcomed the Volunteer properly, and have passed on all necessary information. (This completed form will be filed in the Volunteer's folder in the Volunteer Program Manager's office.)

1. Set aside 30 minutes to meet with the volunteer.
2. Explanation of volunteer duties, working hours, days and location where volunteer will work.
3. Find out the volunteer's background, interests, and motivations. Ex. What are you interested in learning? Are you a student?
4. Review the job description with the volunteer. Highlight what areas he/she will be working in. Find out what types of activities and responsibilities he/she wishes to do or could be involved with.
5. Confirm his/her schedule.
6. Time sheet and importance of completing it accurately.
7. Call-in procedure in case of absence or tardiness.
8. Introduction to activity personnel.
9. Personal effects, such as handbags, and where they are to be stored.



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- Volunteer box or folder for work storage.
 - Volunteer time sheet binder.
10. Review phone procedures.
 - What is expected?
 - How to answer.
 - How to transfer.
 12. Lunch periods and where they may have a lunch and use of the refrigerator or microwave.
 13. Review program schedules.
 14. Brief on dress code.
 15. Conduct, in relation to military personnel, civilians, and co-workers.
 16. Supervisory relationships, lines of supervision, and to whom they are responsible for work performance.
 17. Procedures regarding confidentiality of information.
 18. Location of safety equipment, first aid materials, and accident and/or injury procedures. **ALL ACCIDENTS MUST BE REPORTED.**
 19. Performance reviews.
 20. Have the volunteer shadow you during staff activities.
 21. Before he/she leaves spend 10 minutes debriefing:
 - Did you feel comfortable?
 - Do you feel like you need more training in any specific areas?
 - What did you like the best?
 - Any problems or concerns?
 22. Confirm day and time for the next session.



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Volunteer Signature: _____	Date: _____
Supervisor Signature: _____	Date: _____



Orientation check list sample 4 from MCCS Camp Pendleton, CA.

Orientation Checklist – Youth Volunteer \ Community Service

- 1. Dress Code:** You should speak with your on-site supervisor about what is acceptable for your particular site. Avoid T-shirts, sweats, cut offs, torn clothing, and tight or revealing clothing. It is important that you be both comfortable and appropriate; remember that you represent the site, yourself, your family, and the Corps.
- 2. Safety:** It is very important that you are at no time alone at the site. There should always be an adult on site when you are present. Be sure to find out emergency procedures for the site, and always ask questions when you are unsure of policies. Do not take risks to yourself or to others. Contact your supervisor immediately if you notice a hazardous situation.
- 3. Orientation:** Your on-site supervisor should provide you with a brief orientation to the site, and any training needed. If you need additional training, please contact me.
- 4. Contact:** At the end of each month, please contact me with your hours. Also contact me in the event of any problems. If you complete your hours and would like an additional assignment, just let me know.
- 5. Mentor:** All youth volunteers are encouraged to have an active duty mentor. If you have someone in mind, please let me know. Otherwise one will be appointed to you. Your mentor will act in a “big brother” role while you are on site.
- 6. Behavior/Language:** Remember that you not only represent yourself, but your family, and the entire Marine Corps. Please be mindful that things that may not seem offensive to you may be to others. Therefore always be courteous and use your best manners. Please and thank-you go a long way. If someone is disrespectful to you let your on-site supervisor know immediately, do not confront the person either verbally or physically.
- 7. Hours:** Volunteers under the age of 18 may not work past 9:00 pm during school hours. Those under age 14 may not work more than 4 hours per day.

Applicant signature: _____ Date: _____

Parent signature: _____ Date: _____



5.1.5 Learning Objectives

As volunteer coordinator you may orient many volunteers to your organization every year. Since you are very familiar with this basic information it may be easy for you to review it very quickly, or even forget to discuss it with new volunteers. Remember, even though you may have provided basic orientation information many, many times, it's the first time for each new volunteer to hear it. It might be helpful to create notes for yourself to use as your training guide, to ensure you hit all key points. Minimum learning objectives of each orientation component listed in 5.1.2 above could include:

Agency information

Volunteer is able to:

- Direct customers to all agency locations.
- Provide telephone numbers for each location.
- Provide agency web address.

Note: These items do not have to be committed to memory. The location of this information is adequate.

Facility

Volunteer can locate:

- Their work station.
- Their supervisor's work station.
- Volunteer coordinator's work station.
- Restrooms.
- Vending machines.
- Staff lounge or break room.
- Staff parking.
- Smoking area.



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Key personnel

Volunteer is introduced to:

- Director/contract manager.
- Functional area managers.
- Staff and volunteers working within the area the new volunteer will be working.
- Receptionist.

Agency's services

Volunteer is able to:

- State or know the location of agency's written mission statement.
- List services provided by agency.

Hours of operation

Volunteer can:

- Say the agency's hours of operation.
- Be familiar with holiday and other days the agency is closed.
- Articulate the procedure for informing supervisor when they will not be coming to work due to inclement weather, illness, etc.

Confidentiality and reporting requirements

Volunteer:

- Discusses the concept of confidentiality and situations it might come into play with the Volunteer Services Program Manager and direct supervisor.
- Is aware that child abuse, child neglect, spouse abuse, homicide, suicide and violations of the Uniform Code of Military Justice must be reported.
- Can state the procedure for reporting non-confidential information within their role as family support program volunteer.



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Dress code

Volunteer:

- Demonstrates appropriate dress when reporting to agency for service.

Conflict of interest

Volunteer does not:

- Sell items to customers or staff.
- Take orders for products.
- Distribute business cards for a private business.
- Provide information about a private business during a presentation.
- Hang posters or distributing flyers about a private business.
- In any way gain personal profit from their role as volunteer.

Agency equipment

Volunteer can:

- Demonstrate appropriate use of agency telephones, copy equipment, fax machines, computers, printers, scanners, etc.
- Articulate any required documentation of long distance telephone expenses.
- State check out procedures for equipment and government vehicles if authorized use.

Military structure

Volunteer:

- Recognizes appropriate chain of command.
- Can locate chart with information about uniform insignia.
- Can articulate agency chain of command.



Customer service

Volunteer is thoroughly oriented on:

- The importance of efficient, courteous customer service.
- Techniques for diffusing upset customers.
- Seeking assistance from colleagues or supervisory staff to respond to customer needs as necessary.

Documenting volunteer service

Volunteer:

- Demonstrates how to complete a time sheet.
- States agency procedures for submitting volunteer time sheet.

Safety

Volunteer can:

- Identify possible safety hazards in their work place.
- State who to report possible safety hazards to at the agency.
- With supervisor, complete documentation of injuries sustained on the job.
- Access agency first aid kit as necessary.

Meetings

Volunteer is:

- Aware of staff meeting dates and times.
- Invited to in-service, training, and conferences as appropriate.

Emergency procedures

Volunteer:

- Can state procedures for fire drills, earthquakes, terrorist attacks, etc.
- Knows telephone number and can contact fire, rescue and police personnel in case of emergency.



Agency representation

Volunteer:

- Is aware they represent the organization, but cannot commit your organization's resources without approval from the chain of command.
- Is also aware they may be privy to preferential information that must remain confidential.

Non-discrimination expectations

Volunteer:

- Is made aware of non-discrimination policy.
- Discusses with volunteer coordinator examples of discrimination that could occur in the volunteer's work space.
- Can state the procedure for filing a complaint.

5.2 Tax Deductible Expenses

Most organizations that use volunteers DO NOT reimburse for expenses incurred as a result of volunteering. The DOD Voluntary Service in the Department of Defense instruction does allow for reimbursement of volunteers for expenses such as child care and mileage, though an agency is not mandated to do so. Methods for payment of volunteer expenses range from using agency operating funds to hosting fundraisers and funneling profits through MWR to establishing a volunteer groups such as a "Friends of the family support program" organization to raise and handle funds.

If your organization provides reimbursement for volunteer expenses be sure to:

- Inform volunteers of what expenses can be reimbursed.
- Tell volunteers the rate of reimbursement payments.
- Identify forms and procedures to use to get reimbursed.
- Explain the approximate length of time to receive reimbursement.

If your agency does not reimburse expenses it's nice to let volunteers know that if they itemize tax deductions they may claim certain un-reimbursed expenses such as:

- Transportation fares.



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- Automobile mileage (at a standard rate that changes annually).
- Parking and tolls.
- Telephone bills.
- Supplies purchased in support of volunteer duties.
- Dues or fees to a qualified organization.
- Non-cash contributions of property.



5.3 Training Tools

Depending on how you run your Volunteer Services Program, there may be additional orientation and training tools you and your volunteer's direct supervisor can use to further orient and train volunteers. These tools include:

- Military instructions.
- Desk guides.
- Reading files.
- Standard operating procedures.
- Strategic plans.
- Marketing plans.
- Wire diagrams.
- Videos.
- Web sites.

Military Instructions

Volunteers should be encouraged to review all instructions associated with the program with which they work as well as the family support program instruction.

Desk Guides or Handbooks

Many programs have guidebooks, like the one you're currently reading, to provide basic information to a new staff member or volunteer. Introduce volunteers to the guide and suggest they review the table of contents and are aware of the guide's location for future reference.

Reading Files

Keep a file of articles, books, relevant websites, current research, annual reports, etc. about your program. Suggest volunteers read selected items so they are familiar with the program area. If you don't have a current reading file, creating one and keeping it current might be a good project for a volunteer!

Standard Operating Procedures (SOPs)

Standard operating procedures are the backbone of learning for new staff and volunteers. While instructions, desk guides and reading files are generic, SOPs are specific to your organization and to your program. It tells a new person



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specifically how to deliver a program or service. Most are updated annually so it's a very current document. Two sample Volunteer Services Program SOPs follow:



SOP sample 1 from ACS, Fort Sam Houston, TX.

**Standing Operating Procedure (SOP)
Army Community Service (ACS) Center Volunteer Program**

1. PURPOSE. To identify requirements, responsibilities, and procedures to conduct an Army Community Service (ACS) center volunteer program.
2. REFERENCES.
 - a. Army Regulation 608-1, Army Community Service, 31 August 2004.
 - b. Department of Defense Instruction 1100.21, Voluntary Services in the Department of Defense, 11 March 2002.
 - c. Department of Defense Instruction 1402.5, Criminal History Background Checks on Individuals in Child Care Services, 19 January 1993.
 - d. Department of Defense Directive 1400.33, Employment and Volunteer Work of Spouses of Military Personnel, 10 February 1988.
 - e. Section 1588, Title 10, United States Code.
 - f. Headquarters Department of the Army Letter 608-03-1, Voluntary Services Pilot Program Expansion Army Wide, 10 April 2003.
3. SCOPE. This policy applies to Active Army, Army National Guard, U.S. Army Reserve, U.S. Army Recruiting Command, Army retirees, Department of the Army Civilian personnel, and family members of each group.
4. DEFINITION. Volunteers augment the ACS staff in providing centralized information and services to clients and family members. Volunteers perform an apportionment of a required function, but do not substitute totally or permanently for unfilled positions. Volunteers do not replace paid employees



and are not used in lieu of obtaining contracted services for which funding has been provided.

5. GENERAL.

- a. Volunteers must register with the Installation Volunteer Coordinator prior to the start of service at ACS. Volunteers will participate in all orientation and training required by Fort Sam Houston volunteer programs and will abide by all regulations and guidelines.
- b. Volunteers will receive an ACS orientation and position interview with a member of the Army Community Service staff. An orientation will familiarize ACS volunteers with the organization, the corporate image, their assigned duties, procedures to document the number of hours of voluntary service provided (daily sign-in/out sheets, posting to DA Form 4712, etc.), documentation of the types of services provided, policies and procedures for obtaining reimbursement of incidental expenses, and other relevant matters.
- c. Volunteers will only be supervised by a federal employee (civil service or non-appropriated fund employee), soldier, or by another volunteer who is so supervised. An ACS Volunteer supervisor and the Chief, ACS, manage the ACS center volunteer program. The first line supervisor is the program manager from the section where a volunteer works.
- d. Volunteers will receive on-the-job training from the program manager responsible for the area where the volunteer works. In addition, volunteers will receive formal training in their program areas when funding is available.
- e. Every effort must be made to provide an atmosphere of privacy to ACS clients. All communications with clients and family members receiving assistance from ACS are considered confidential. There should be no discussion of ACS issues in hallways, the lift, restrooms, etc.; nor with family, friends, or other organizations. All documentation



will be safeguarded in accordance with AR 340-21, The Army Privacy Program.

- f. Safety of ACS volunteers is a shared responsibility between staff and volunteers. Volunteers will not perform duties that render them unusually susceptible to injury or to causing injury to others. If an injury occurs, the Chief, ACS, must be immediately notified and the appropriate action taken Standing Operating Procedure (SOP), Army Community Service (ACS) Center Volunteer Program (medical care, injury report, etc.) according to the severity of the injury.
 - g. Adjudication of incidents involving volunteers and clients or their family members, another ACS volunteer or staff, will be brought to the attention of the Chief, Army Community Service. The Chief, ACS, will arbitrate the incident on site or elevate it through the installation chain of command as necessary until final resolution.
 - h. In accordance with DODI 1100.21, no DOD official shall, directly or indirectly, impede or otherwise interfere with the right of a spouse of a military member to pursue and hold a job, attend school, or perform volunteer services on or off a military installation. Also in accordance with DODI 1100.21, no DOD official shall use the preferences or requirements of a DOD Component to influence or attempt to influence the employment, educational, or volunteer decisions of a spouse.
 - i. Volunteers require a background check prior to beginning their work if they have contact with children or youth and there is no line of sight supervision.
6. RESPONSIBILITIES.
- a. The Chief, ACS, has overall responsibility for the ACS Center Volunteer Program.
 - b. The ACS Volunteer Supervisor will:



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- (1) Conduct an interview and orientation with each new volunteer. The orientation will include but not be limited to:
 - (a) Local administrative procedures.
 - (b) Standards of conduct.
 - (c) Crisis intervention protocols.
 - (d) Client confidentiality requirements.
 - (e) Standing operating procedures relevant to their positions. Standing Operating Procedure (SOP), Army Community Service (ACS) Center Volunteer Program.
 - (f) Information and referral procedures and telephone etiquette.
 - (g) Job performance and quality standards.
 - (h) Equal employment opportunity.
 - (i) Computer literacy.
 - (j) Job site safety.
- (2) Assist the Chief, ACS, in assigning volunteers.
- (3) Establish a service record for each volunteer using DA Form 4162 (Army Community Service (ACS) volunteer Service Record).
- (4) Assist the Chief, ACS, with managing an in-house volunteer recognition program. An on-going program will include:
 - (a) Certificates of appreciation from the installation, major command, letters of recommendation, and appropriate awards listed in AR 672-20.



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- (b) Nominations for the annual installation volunteer recognition ceremony and the United Way Volunteer of the Year program.
 - (c) ACS nametag, pin, year guard, and hour bar.
 - (d) The Emma Baird Award.
 - (e) National awards, such as the President's Service Award.
- (5) Maintain a copy of a job description for each volunteer position. Each job description will make specific mention as to whether or not the regular use of a motor vehicle, private or Government owned, is required and, if required, the specific volunteer duties that will be performed while using the vehicle.
- (6) Retain oversight for compiling and reporting monthly volunteer hours to the Installation Volunteer Coordinator.
- c. Program Managers, ACS, will:
- (1) Respect volunteer skills and time commitment. Provide adequate workstation and supplies.
 - (2) Review standing operating procedures and volunteer descriptions periodically to ensure they are current with expectations and update as necessary.
 - (3) Provide open communication between staff and volunteers, evaluating and making changes as needed.
 - (4) Provide a channel for volunteers to evaluate ACS process.
 - (5) Notify volunteers of change in ACS operation times.
 - (a) Write volunteer job descriptions and update annually.
 - (b) Provide on-the-job training in their respective areas.



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d. ACS Center Volunteers will:

- (1) Augment the ACS staff and function within their job description.
- (2) Respect the military and civilian chain of command and mission.
- (3) Greet clients in a courteous and professional manner.
- (4) Respect and protect the privacy of clients and their families.
- (5) Be sensitive to the stresses impacting ACS clients.
- (6) Follow ACS standing operating procedures and job descriptions for delivering services.
- (7) Be flexible and keep current with changes.
- (8) Notify the ACS Volunteer Supervisor and/or the ACS program manger when unable to work the scheduled time.
- (9) Maintain a record of hours worked (DA Form 4713).

Chief, Army Community Service

Date



SOP sample 2 from San Diego, CA.

**FLEET AND FAMILY SUPPORT CENTER, SAN DIEGO
Contract Services Provided by Zeiders Enterprises, Inc.
Standard Operating Procedure**

03-402-P
VOLUNTEER ORIENTATION
Date: Nov-04

1. References:
 - 1.1 SECNAVINST 1754.1A
 - 1.2 NAVPERS 15568, Family Service Center for Volunteer Program Management, Volume 21
 - 1.3 The Department of Veterans Affairs Work-Study Allowance Program Guide
2. Attachments:
 - 2.1 Volunteer/Work-Study/Intern Application Form
 - 2.2 Volunteer Philosophy
 - 2.3 Code of Ethics
 - 2.4 FFSC Mission Statement and Dress Code
 - 2.5 FFSC Responsibility to Volunteers and Volunteer's Responsibility to FFSC
 - 2.6 Receipt of Forms Acknowledgement
 - 2.7 Volunteer Statement of Confidentiality
 - 2.8 Privacy Act Statement for FFSC Volunteers
 - 2.9 Volunteer/Work-Study Conflict of Interest Form
 - 2.10 Active Duty Volunteer/Intern Agreement Form



- 2.11 Volunteer Time Record
 - 2.12 Training Plan
 - 2.13 Performance Evaluation
 - 2.14 Management Information Systems (MIS) Data Form
 - 2.15 Volunteer Agreement, DD Form 2793
 - 2.16 File Data Sheet
 - 2.17 Technology Support Volunteer Position Description
 - 2.18 Relocation Volunteer Position Description
 - 2.19 TAMP/SEAP Program Volunteer Position Description
 - 2.20 Information and Referral Volunteer Position Description
 - 2.21 Command Support Volunteer Position Description
 - 2.22 Administrative Assistant Volunteer Position Description
3. Background and Purpose: Volunteers have been instrumental in supporting and expanding Fleet and Family Support Center (FFSC) services; implementing specific programs and assisting customers (Reference 1.1). The purpose of a volunteer program is to offer all volunteers opportunities to be productive, as well as to gain additional skills and practical experience for future employment (Reference 1.1). As an approved site, the Fleet and Family Support Center can also work closely with the Department of Veterans Affairs in utilizing the services of Work-Study Participants (Reference 1.3). Appropriate and in-depth volunteer orientation is critical in integrating volunteers, Work-Study participants, and interns into the FFSC environment (Reference 1.2). The FFSC Volunteer Coordinator shall ensure that all volunteers, Work-Study participants, and interns receive a detailed orientation and introduction, including completing and maintaining all required paperwork and providing information on FFSC programs and services (Reference 1.1).



4. Procedure:
 - 4.1 When the Volunteer Coordinator is contacted for information on volunteer, Work-Study, or internship opportunities within the FFSC, the Volunteer Coordinator shall arrange for an interview at the FFSC site preferable to the volunteer, intern, or Work-Study.
 - 4.1.1 During the initial interview, FFSC programs and services will be discussed in detail, and a tour will be provided for the prospective volunteer. Potential projects will be discussed at this time.
 - 4.1.2 If, during the course of the initial meeting, the volunteer elects to apply as an FFSC volunteer and has decided on which department and/or type of work they wish to do, the Volunteer Coordinator will arrange for an interview with the appropriate department Supervisor and/or Chief of Services.
 - 4.1.3 The prospective volunteer will complete the Volunteer/Work-Study/Intern Application Form (Attachment 2.1), which will be provided for review by the department Supervisor and/or Chief of Services. Resumes may also be obtained as available.
 - 4.1.4 Upon approval by the Supervisor, Chief of Services, and FFSC Director, the Volunteer Coordinator will follow relevant orientation procedures.
 - 4.2 Upon approval by the Supervisor, the Volunteer Coordinator will ensure that all FFSC volunteers, interns, and Work-Study participants are introduced to the appropriate Chief of Services and the FFSC Director at the earliest available opportunity.
 - 4.2.1 The Volunteer Coordinator will coordinate the scheduling of this meeting with the appropriate Administrative Coordinator.



4.2.2 The Volunteer Coordinator will also ensure that the site Chief of Services has met and approved the volunteer, intern, or Work-Study participant prior to their start date.

4.3 If the volunteer, intern, or Work-Study participant is accepted by the Supervisor, Chief of Services, and FFSC Director, the Volunteer Coordinator will begin and maintain a file with all necessary initial and ongoing paperwork. All files are maintained within the Volunteer Coordinator's office, in a secure drawer or cabinet.

4.4 Prior to any volunteer service, the Volunteer Coordinator will ensure that the individual has completed the following paperwork, which will be maintained in their file. Copies of paperwork will be provided to the volunteer, for their personal records.

- Volunteer/Work-Study/Intern Application Form (Attachment 2.1)
- Receipt of Forms Acknowledgement (Attachment 2.6)
- Volunteer Statement of Confidentiality (Attachment 2.7)
- Privacy Act Statement for FFSC Volunteers (Attachment 2.8)
- Volunteer/Work-Study Conflict of Interest Form (Attachment 2.9)
- Management Information Systems (MIS) Data Form (Attachment 2.14)
- Volunteer Agreement, DD Form 2793 (Attachment 2.15)

4.4.1 If the volunteer is currently active duty military and will be functioning as an intern, the Volunteer Coordinator will explain the restrictions placed on the use of active duty military as volunteers and ensure that the volunteer has signed and understands the Active Duty Volunteer/Intern Agreement Form (Attachment 2.10). All FFSC staff involved in working with the intern will also be informed of the policies



involved in working with active duty volunteers, which include:

- All work completed by active duty service members must be within the guidelines of the FFSC Contract and should be approved by the FFSC Director.
- Active duty service members must be in civilian attire at all times when working as an intern, or visiting the FFSC to conduct business or interface with staff.
- All intern hours will be completed during “off-duty” status, which refers to any hours other than those identified as “duty hours” or “leave hours.”

If the volunteer is active duty and not pursuing an internship, any volunteer work will be approved by the FFSC Director prior to orientation of volunteer.

4.5 The Volunteer Coordinator will review the following documentation and give a copy of each to the volunteer for their personal records.

- Volunteer Philosophy (Attachment 2.2)
- Code of Ethics (Attachment 2.3)
- FFSC Mission Statement and Dress Code (Attachment 2.4)
- FFSC Responsibility to Volunteers and Volunteer’s Responsibility to FFSC (Attachment 2.5)

4.6 The Volunteer Coordinator shall provide the volunteer with the appropriate position description for the volunteer position they are assuming, and review the content.

4.6.1 Volunteers will acknowledge their receipt of a position description by signing the appropriate section of the Receipt of Forms Acknowledgement (Attachment 2.6).



4.6.2 Supervisors will maintain copies of position descriptions for volunteer positions within their department, and will notify the Volunteer Coordinator of new opportunities or any necessary revision of existing position descriptions.

4.6.3 One of the following position descriptions will be provided to the volunteer for their records:

- Technology Support Volunteer Position Description (Attachment 2.17)
- Relocation Volunteer Position Description (Attachment 2.18)
- TAMP/SEAP Program Volunteer Position Description (Attachment 2.19)
- Information and Referral Volunteer Position Description (Attachment 2.20)
- Command Support Volunteer Position Description (Attachment 2.21)
- Administrative Assistant Volunteer Position Description (Attachment 2.22)

4.7 The Volunteer Coordinator will review the Volunteer Time Record (Attachment 2.11) to ensure the volunteer understands the procedures for recording and maintaining records of their hours. Volunteers shall record all hours worked on the Volunteer Time Record (Attachment 2.11), which should be submitted by the volunteer or department Supervisor to the Volunteer Coordinator on a monthly basis, prior to their departure, and/or as requested.

4.7.1 Interns and Work-Study participants will maintain their own time records, published by their sponsoring organizations, either the school they are attending or Department of Veterans' Affairs (VA). Copies or originals of time records shall be maintained in the volunteer's file whenever possible.

4.7.2 The Volunteer Coordinator will review the Department of Veterans Affairs (VA) guidelines



for time records with all VA Work-Study participants. The VA reimburses Work-Study participants for their volunteer hours, as designated in the contract between the VA and the participant, in increments of 50 hours. The Work-Study participant will notify the Volunteer Coordinator when the cumulative total of hours worked should be sent to the VA for payment. An e-mail is then sent by the Volunteer Coordinator to the VA Work-Study office, with the cumulative total of hours worked as of the last date worked. E-mails are sent to wspay@vba.va.gov and should conform to the format guidelines outlined in the Department of Veterans Affairs Work-Study Allowance Program Guide (Reference 1.3).

- 4.7.3 All issues concerning payment will be directed to the Volunteer Coordinator, who will liaise with the VA Work-Study Coordinator.
 - 4.7.4 Interns shall maintain a detailed log of all hours worked and activities performed, related to their project(s). The format of this log is determined by their school, and can be maintained in the file if possible. The intern may also use the Volunteer Time Record (Attachment 2.11) as needed.
 - 4.7.5 All hours are subject to verification by the Supervisor and/or Chief of Services. All issues concerning accurate recording of hours should be referred to the Volunteer Coordinator.
- 4.8 The Volunteer Coordinator will review the policies for appropriate and inappropriate use of FFSC materials and office equipment, to include computers, fax machines, copiers, and other business machines. The Volunteer Coordinator will ensure that the volunteers understand and sign the Management Information Systems (MIS) Data Form (Attachment 2.14), which will be maintained in the volunteer's file. Also, the Volunteer Coordinator will review the appropriate procedure for



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answering the phone, and will request the Supervisor and FFSC Department staff to provide additional training on interacting with clients.

- 4.9 With the assistance of the department staff and Supervisor, the Volunteer Coordinator will develop a Training Plan (Attachment 2.12). Input from the volunteer will be solicited, and the training plan will reflect their individual goals and unique needs.
- 4.10 On the first day of their volunteer service at the FFSC, the Volunteer Coordinator will provide each volunteer with a tour of the assigned site with introductions to staff, as well as a review of FFSC programs and services.
- 4.11 The department Supervisor will be responsible for ensuring the volunteers receive specific training and guidance on all tasks assigned to them, as well as an in-depth orientation to the services and courses offered by the particular department.
 - 4.11.1 Volunteers are strongly encouraged to attend FFSC classes, especially those given by the department to which they are assigned, in order to obtain more information on FFSC programs and services.
 - 4.11.2 Volunteers are encouraged to attend the next Fleet Liaison Orientation, to obtain knowledge about all FFSC programs and services, as well as other military and civilian organizations that assist the military and their family members.
 - 4.11.3 Volunteers shall be encouraged to take advantage of all FFSC programs and services that interest them.
- 4.12 After the first three months of service, the Volunteer Coordinator shall request that a Performance Evaluation be completed by the Supervisor and volunteer (Attachment 2.13). Evaluations shall be completed at



six-month intervals, and upon termination of volunteer service when possible. Copies shall be provided to the volunteer.

- 4.13 Additional correspondence and materials shall be maintained in the volunteer's file. Updates in service, transfers, Work-Study contract renewals, and other personnel information of note shall be recorded in the File Data Sheet (Attachment 2.16), which should be present in each file.

5. Quality Control:

- 5.1 The SOP will be reviewed and updated annually from the date of the last revision, by the program supervisor and/or his or her designee.

Approved: _____

Director/Contract Manager

Strategic Plan

Strategic plans are often lengthy documents. You may not expect a volunteer to read an entire agency strategic plan, but it is a good idea for your volunteers to be aware of any specific goals in the strategic plan that impact the program area in which they are working. At minimum, volunteers should be aware of your agency's mission and vision statement.

Marketing Plans

New volunteers are often impressed by all the wonderful programs and services provided by a family support program. They repeatedly comment on how unaware they were of the variety of programs and services until they began their volunteer work at your support center. New volunteers often want to "tell everyone" and may generate marketing ideas. It's a good idea for them to be aware of your agency's existing marketing plan so they are not reinventing the wheel for marketing your organization. You might choose to include a copy of your agency's strategic and marketing plans in a reading file for all new staff and volunteers.

Wire Diagrams

A picture is worth a thousand words and that is never more true than when trying to explain who works for whom and for what programs in your family



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support program. A wire diagram can also indicate vacant positions so volunteers can see where a greater need might exist within your organization.

Videos

Videos are a great way for visual learners to gain information about a wide range of topics. Your agency may have training videos or you may borrow them from a local library, college or other agency.

Volunteers can learn about a wide range of topics including content specific areas such as:

- Employment interviews.
- Parent education.
- Relocation.
- Financial education.
- Domestic violence.

Or general information such as:

- Customer service.
- Fire safety.
- Sexual harassment.

Web Sites

Be sure to bookmark some of the most common web sites a volunteer working in specific areas might refer customers to and have the volunteer explore the site before assisting clients.

For example, volunteers working in relocation should be thoroughly familiar with the SITES Site as it has current information about any installation a client may be transferred to.

Contract Statements of Work

For family support programs that are staffed by contract staff it might be helpful for volunteers to know there is a contract that defines the types of services provided by contract staff. Even if the volunteer does not have access to the document, a discussion about the type and scope of the contract might be useful should a volunteer have questions.



5.4 Ongoing Training

Training shouldn't stop once your volunteer is oriented and providing service.

Ongoing training can mean the difference between adequate service delivery and outstanding service delivery by your volunteer staff.

Poll your volunteers to learn what additional training they would like to receive.

Ask the staff members who supervise volunteers what additional training they believe would be helpful to volunteers.

Remember, training doesn't always have to mean an instructor in a classroom setting. Training can be:

- Greater responsibility on the job.
- Attendance at staff meetings.
- Online courses.
- Conferences and workshops in the community.
- Reading books, journals or articles.
- Observing others performing a job.
- College classes.
- Cross training in other functional areas.
- Talking with someone who has a great deal of experience in a specific area.

Supervision is another way to provide ongoing training. A supervisor is a coach helping volunteers to provide the most effective advocacy to the clients they serve. If you have volunteers who are not available during regular business hours to meet with you, plan "telephone meetings." Schedule specific times when the volunteer contacts you or the staff member who provides direct supervision to:

- Review recent cases.
- Provide the volunteer with information updates.
- Process particularly challenging interactions.



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- Provide feedback on written documentation.
- Appreciate their efforts with a tough situation.
- Discuss the interaction between other volunteers or staff.
- Arrange upcoming schedules.

Telephone meetings may seem awkward at first, but with practice they become easy and expected. Even experienced individuals who have been volunteering for a long time will appreciate feedback and being informed. Try to focus on the positive, but don't hesitate to correct misinformation or to correct volunteer behavior that isn't in keeping with agency expectations.

5.5 Training Record

All volunteers and staff should keep records of training received. It is important to keep this information for future use on employment or college or graduate school applications. Many volunteer coordinators opt to maintain a training record for each volunteer as a way to ensure ongoing training occurs.

You may choose to maintain training records for volunteers or you may encourage them to maintain their own record. Two sample training documentation forms follow:



Training record sample 1

Volunteer Training Record		
Instructions: Use to document training provided by your agency to volunteers. Volunteers may also want to include other relevant training they have attended by providing a copy of their certificate of completion.		
Volunteer Name: _____ Date: _____		
Date	Training Topic	Length
1.	_____	_____
2.	_____	_____
3.	_____	_____
4.	_____	_____
5.	_____	_____
6.	_____	_____
7.	_____	_____
8.	_____	_____
9.	_____	_____
10.	_____	_____



Volunteer / Work Study / Intern Training Plan

Name: _____ Date: _____

Training	Date Completed
----------	----------------

- | | |
|-------------------------------------|-------|
| 1. Required Training | |
| Appropriate use of phone | _____ |
| Copier / Fax Machines | _____ |
| Computer | _____ |
| FFSC Overview | _____ |
| Customer Service | _____ |
| Specific training for job assigned: | _____ |
| _____ | _____ |
| _____ | _____ |
| _____ | _____ |

- | | |
|------------------------|-------|
| 2. Additional Training | |
| _____ | _____ |
| _____ | _____ |
| _____ | _____ |

- | | |
|---------------------------------|--|
| 3. Personal / Work Growth Goals | |
| _____ | |
| _____ | |
| _____ | |

Supervisor Signature: _____ Date: _____



5.6 Supervisor Training

To ensure volunteers and the family support staff members who supervise them have a positive, productive experience, it's not enough to simply train volunteers. Supervisors, especially first time supervisors, need guidance as well.

You could provide supervisor training via:

- Staff meetings.
- Reading files.
- Online.
- One-to-one conversations.

Basic training topics for volunteer supervisors include:

- Documenting time.
- Writing performance reviews.
- Motivating volunteers.
- Recognizing volunteers.
- Strategies for managing challenging volunteers.

You could also poll supervisors to learn about other training topics they are interested in receiving.

5.7 Rights and Responsibilities

Both volunteers and the staff members who supervise them have rights and responsibilities to each other, to customers and to the agency. A statement of rights and responsibilities is similar to a vision statement for your volunteer program. Two samples of a Volunteer Bill of Rights follow:



Volunteer Bill of Rights sample 1 from Tyndall Air Force Base in Florida.

A Bill of Rights for Volunteers

As a Volunteer, I have:

1. The right to be treated as a co-worker, not just free help or a prima donna.
2. The right to a suitable assignment with consideration for personal preference, temperament, life experience, education, and employment background.
3. The right to know as much about the organization as possible, such as its policies, people, and programs.
4. The right to thoughtfully planned and effectively presented training for the job.
5. The right to continuing education on the job as a follow-up to initial training with information about new developments and additional training for greater responsibility.
6. The right to sound guidance and direction by someone who is experienced, well informed, patient, and thoughtful.
7. The right to promotion and a variety of experiences through advancement to assignments of more responsibility, transfer from one activity to another, and through special assignment.
8. The right to be heard, have part in planning, to make suggestions, and to have respect shown for an honest opinion.
9. The right to recognition in the form of promotion, awards, day-to-day expression of appreciation, and by being treated as a bona fide co-worker.
10. The right to work in an orderly, designated area, which is conducive to work, and worthy of a job to be done.

As a Volunteer, I have the responsibility to:

- Not take on too much.
- Respect confidences.
- Follow organizational guidelines.
- Prepare for each work assignment.
- Use time wisely; not interfere with others' performance.
- Consult with supervisor when unclear about policy.
- Give constructive feedback that will improve effectiveness.
- Refuse gifts or tips from recipients of service.
- Be considerate; work as a team member.



Volunteer Bill of Rights sample 2 from FFSC, San Diego, CA.

**Zeiders Enterprises, Inc.
Fleet and Family Support Center, San Diego**

FFSC Responsibility to Volunteers

- To interview and place volunteers in positions appropriate to the volunteer's experience and interest.
- To provide a written job description of the assigned position.
- To orient the volunteer to the FFSC. Orientation will include an introduction to key staff, tour of the FFSC, parking, check-in procedures, coffee, etc.
- To provide training for the specific duties assigned.
- To inform volunteers of developmental training experience sponsored by FFSC or other community agencies.
- To provide supervision on the job and offer a variety of volunteer experiences.
- To regularly evaluate the volunteer, provide a copy of the evaluation, and place a copy in the volunteer's personnel file.
- To allow volunteers to use the FFSC library for course development or personal enrichment. Books must be checked out in accordance with FFSC policies and procedures.
- To provide a liaison, the Volunteer Coordinator, to process complaints or problems between volunteers and FFSC staff.
- To provide recognition for services given to FFSC.
- To keep volunteers up to date on services of the organization.



Volunteer's Responsibility to FFSC

- Complete a Volunteer Application, the Privacy Act Statement, and Statement of Confidentiality, and return it to the Volunteer Coordinator.
- Be sincere in offering service and be willing to commit yourself for a specific service and period of time.
- Follow agency policies, procedures, and guidelines.
- Maintain the same responsibility toward sensitivity of case records as paid staff. Violation of Privacy Act requirements will result in termination of volunteer service.
- Be willing to participate in orientation, meetings, and other training offered to enhance your skills.
- Accept the guidance and decisions of your supervisor, or the Volunteer Coordinator.
- Follow procedures outlined by your supervisor in case of illness or if unable to perform your duties.
- Maintain records of volunteer hours completed, including the time going to/from the volunteer site, and any training received. Report accumulated hours to the Volunteer Coordinator by the 25th of each month.
- When terminating your volunteer service, notify supervisor, and Volunteer Coordinator two weeks in advance when possible.
- Complete periodic evaluations of the Volunteer Program and an exit evaluation upon leaving volunteer service.



CHAPTER FIVE: ORIENTATION AND TRAINING

“The real voyage of discovery consists not in seeking new lands, but
in seeing with new eyes.”

- *Marcel Proust*



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Chapter Five: Orientation and Training