



**RISK AND
PROGRAM MANAGEMENT
POLICIES**

**FULL POLICIES BY VOLUNTEER
PROGRAM AREA**



VRPM POLICIES BY VOLUNTEER PROGRAM AREA

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Icon Legend



Required: This icon identifies policies that SMPs are required to implement by their respective deadlines.



Recommended: The “*Thumbs Up*” icon identifies those policies that are highly recommended. They represent excellence in risk and/or volunteer program management and it is recommended that SMPs attempt to attain these standards.



Exemplary Practices: The “*Trophy*” icon identifies exceptional practice in volunteer program management. For most SMP programs these policies will be long term goals towards the creation of the very best volunteer program possible.



Resources: The Risk and Volunteer Program Management project will be supplying a wide range of resources to accompany the release of each of the three sets of policies, including samples, forms, templates, checklists and other support materials. The “*Toolbox*” icon indicates where resources will accompany the policy.



Information: This icon indicates cross-references to related policies, definitions, and other important information.

1.0 Introductory Policies

1.1 Purpose of the volunteer policies

- R** The purpose of these volunteer policies is to enhance the quality, effectiveness, and safety of SMP services through the provision of guidance and direction to SMP staff and volunteers.
- R** The volunteer policies are intended to support internal management. They do not constitute, either implicitly or explicitly, a binding contractual or personnel agreement.
- R** The volunteer policies are consistent with, and support the mission of, the SMP, fostering the ethical, productive, and rewarding engagement of volunteers in SMP services.

1.2 Policy revision

- R** The Administration on Aging (AoA) reserves the exclusive right to change any aspect of the volunteer policies at any time and to expect adherence by SMPs, volunteers, and volunteer host organizations (VHOs) to any changed policy, with appropriate notification of change(s).
- R** Alterations to or exceptions from the VRPM policies may be granted only by AoA and must be obtained in advance in writing.
- R** Some VRPM policies call for SMPs to supplement the existing VRPM policy statements. In some cases SMPs are called on to write additional policy details while in others specific implementation procedures will need to be developed by each SMP. In large part these policy and procedural additions demand customization to each SMP's workplace, volunteer workforce, or information or management system. See, for example, Policies 2.2, 2.8, 2.10, 2.16, 2.17, 3.52, 3.56, 3.69, 3.88, 3.97, 3.103, and 3.129. SMPs have the authority to prepare these customized additions as set out in specific VRPM policies. Any local-level policies developed by an SMP must be consistent with both the letter and the spirit of VRPM policies.
- R** Matters related to volunteer program management not specifically covered in these policies are determined by the SMP, typically the coordinator of volunteers or other authorized SMP staff.

1.0 Introductory Policies, continued

1.3 Overall policy on engagement of volunteers

The achievement of the goals of the SMP is best served by the active participation of citizens of the community. Volunteers are an integral part of the SMP team and are essential to effective delivery of SMP services to beneficiaries. Volunteers contribute unique talents, time and knowledge, complementing the skills and dedication of SMP paid staff.

R To this end, the SMP accepts and encourages the involvement of volunteers at a range of levels and within all appropriate projects and activities.

R Involvement of volunteers is a key component of the SMP's management and operations plan.

1.4 Scope of the volunteer policies

R These volunteer policies are designed to establish and organize the structure and operation of volunteer programs within the SMP. They describe the governing principles and values that shape and guide volunteer involvement. They set out expectations regarding the management of volunteer programs and associated key staff roles. They delineate core expectations of SMP volunteers and broadly describe what volunteers may expect from the SMP.

R Unless specifically stated, these volunteer policies apply to all volunteers in all programs and projects undertaken by or on behalf of the SMP, including volunteer involvement that is organized and managed in SMP volunteer host organizations. The pivotal variable in the application of these volunteer policies is volunteers' performance of SMP work. Where volunteers are clearly performing what could reasonably be called "SMP work" under the direction and control of the SMP, those volunteers and their coordination are subject to the provisions of these volunteer policies.

i See also: Volunteer host organization

1.5 Definition of "volunteer host organization"

R A "volunteer host organization" is any third party organization engaged in recruiting and/or managing volunteers performing SMP duties. Host organizations may be formally contracted to deliver SMP programs or may be doing so through informal partnership arrangements with the SMP.

R The SMP is responsible for ensuring that volunteer host organizations comply with all relevant policies governing the management and engagement of volunteers performing SMP duties through or under the auspices of host organizations.

1.0 Introductory Policies, continued

1.6 Compliance

Any responsible employer and/or service provider must strike a balance between respecting the dignity, rights, and comfort of its personnel and client population and its legal and ethical obligations to deliver safe, efficient services to fulfill its mission. Sometimes satisfying both sets of obligations equally is very difficult, and tough decisions need to be taken. This is the case, when, for example, volunteers' interests, motivation, and goodwill exceed the boundaries of their defined volunteer role or when beneficiaries have legitimate needs that fall outside the mandate of the SMP program.

Policies and procedures, workplace rules, and prohibitions do not exist for their own sake. They have been developed to facilitate achievement of this fine balance among the SMP's obligations to its various constituents. The intent is to bring about the best outcome for all.

- R Volunteers have an obligation to know and understand volunteer policies and to stay current with their provisions. 
- R Volunteers are made aware of all volunteer policies through a range of mechanisms including, but not necessarily limited to, various parts of the volunteer screening process; volunteer orientation; volunteer training; the volunteer handbook; volunteer in-service sessions; notices, memos, and bulletins about existing policies; and supervisory and performance evaluation sessions. 
- R Not knowing a policy is not acceptable if the policy has been communicated and the volunteer ought to have known.
- R SMP volunteers are expected to conduct their work with a view to the larger picture of what is in the best interests of the majority of SMP beneficiaries, the integrity of SMP programming, and the long-term reputation and sustainability of the SMP itself.
- R Compliance with all SMP volunteer policies is a minimum expectation of SMP volunteers.

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1.0 Introductory Policies, continued

- R Failure to comply meets with a graduated response designed wherever possible to assist the volunteer to return to functioning inside the rules. 
- R Should reasonable efforts on the part of SMP prove unsuccessful, further disciplinary action is taken, up to and including dismissal. 

1.7 Volunteer Role Classifications

- R These policies apply to all roles undertaken by SMP volunteers, whether through direct service with an SMP or involvement in SMP activities via a host organization. SMPs may create volunteer positions and related position descriptions that incorporate one or more of the standard roles set forth below. Titles for volunteer positions in the SMP program are not standardized. Volunteers may be qualified to serve in one or more role(s). Standard volunteer roles include, but may not be limited to, the following: 

1. Distributing information

This role involves transporting and disseminating SMP (hard copy) information to sites and events; the role may also include reading or presenting prepared copy or performing scripted activities for outreach. This role does not involve engaging beneficiaries in individual discussions about personal information or situations. Any beneficiary requests for information or assistance that a volunteer receives while serving in this role are deferred to volunteers or staff who are qualified to handle simple inquiries and/or provide one-on-one counseling.

2. Assisting with administration

This role involves assisting the SMP through administrative work such as copying, filing, data entry, and placing outbound phone calls in support of SMP activities (e.g., to reserve training space, confirm attendance at training, etc.). This role does not permit taking inbound phone calls or fielding questions from the public. Any requests for information or assistance that a volunteer receives while serving in this role are deferred to volunteers or staff who are qualified to handle simple inquiries and/or provide one-on-one counseling.

3. Staffing exhibits

This role involves staffing information kiosks or exhibits at events. Volunteers who serve in this role are limited to providing general information about the SMP and Medicare/Medicaid fraud and abuse and do not engage in discussions of personal information or situations other than to answer simple inquiries. Requests for counseling are deferred to qualified SMP counselors.

1.0 Introductory Policies, continued

4. Making group presentations

This role involves giving substantive presentations on SMP topics to audiences, and offering an opportunity for interaction with audience members. Group presentations include delivery of more complex information and/or opportunity for Q & A with the audience. Volunteers who serve in this role are limited to providing general information regarding the SMP and Medicare/Medicaid fraud and abuse and do not engage in discussions of personal information or situations other than to answer simple inquiries. Requests for counseling are deferred to qualified SMP counselors.

5. Counseling

The counseling role involves direct discussion with beneficiaries about their individual situations and may include review of personal identifying information that includes Medicare Summary Notices (MSNs), Medicare cards, billing statements, medical records, and other related financial and health documents. When a volunteer who serves in this role determines that a beneficiary's case must be sent to a volunteer or staff person qualified to handle complex issues and possible referrals for investigation, she or he may receive and confidentially transmit the beneficiary's documents. Counseling discussions may occur either in-person or via telephone and may occur in locations other than SMP offices.

6. Handling complex issues and referrals

This role involves engaging in in-depth interactions with individual beneficiaries who are reporting specific instances of suspected Medicare and/or Medicaid fraud, error, and abuse. This work usually requires a review of beneficiary personal identifying information – Medicare numbers, financial information, medical information, etc. – and may even involve access to sensitive legal information related to their complaint. Volunteers who serve in this role help beneficiaries distinguish between error and potential fraud or abuse and, as a result of their research, may act on behalf of a beneficiary to correct an error or refer suspected fraud and abuse to the appropriate authorities, possibly resulting in a health care fraud investigation. Volunteers who handle complex issues and referrals follow up with beneficiaries, as needed, to assist them in resolving their issues. Complex issues discussions occur in a confidential setting, either in person or by telephone.

1.0 Introductory Policies, continued

7. Other roles

Other volunteer roles may be created from time to time and as needed in the SMP. Volunteer roles add value to SMP services. When SMP staff are expected to work alongside or supervise SMP volunteers in a newly proposed role, the input of those staff is solicited in the development of the role. SMP staff are encouraged to identify possible new roles for SMP volunteers. The coordinator of volunteers assists staff in developing volunteer assignments and role descriptions. When new roles are created, care is taken to determine the risks connected to the new role and to design appropriate screening, training, and supervisory procedures.

1.8 Positions of trust

R A position of trust involves access to at least one of:

- Beneficiaries or other vulnerable people
- Personal or confidential information
- Money or other valuables

Of the standard SMP volunteer roles outlined above, the following are definitely positions of trust:

- Staffing exhibits
- Making group presentations
- Counseling
- Handling complex issues and referrals

R Any of the other volunteer roles may also, or from time to time, be considered positions of trust as responsibilities change or where the conditions under which the work is done require it. For example, any volunteer roles in which home visits occur would also qualify as a position of trust. Volunteer roles may also qualify as positions of trust due to the nature of the client.

R Positions of trust are subject to significantly more rigorous screening inquiries.

i See also: Screening policy

2.0 Risk Management and Health and Safety

2.1 Risk management

-  The safety of SMP personnel is paramount. The SMP strives to operate a health- and safety-conscious workplace and deliver safe and reliable services to its beneficiaries. Risk management is an orientation to the whole of the volunteer program at the SMP. It is, for example, a dimension of effective and safe role development, appropriately thorough volunteer screening and placement, comprehensive volunteer orientation, training and certification, and ongoing volunteer supervision and support. The consideration of risks and their control underlies the development of these volunteer policies that govern both the management of the volunteer program and the behavior and performance of volunteers.

2.2 Risk assessment

-  The coordinator of volunteers, along with other SMP personnel, annually conducts a risk assessment on the roles, work, and activities of SMP volunteers. 

-  Also assessed regularly in connection with risk are training and qualification procedures, volunteer performance management, volunteer program management processes and activities, and volunteer worksite(s). Risk assessment identifies risks, assesses their magnitude, and re-examines measures the SMP already has in place to control and mitigate risks. Both volunteers and paid staff are invited to participate in this process. Risk management strategies are implemented as needed, including, in particular, local-level procedures that identify, prevent, and reduce the incidence and impact of risk. 

-  Any local-level policies developed by an SMP must be consistent with both the letter and the spirit of VRPM policies.

2.3 Insurance

-  Liability and accident insurance or other comparable forms of indemnification and protection are provided for all volunteers engaged in the SMP's business. 

-  The SMP evaluates its insurance needs annually and ensures that its insurance providers are well aware and up to date on the work done by volunteers at the SMP. 

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2.0 Risk Management and Health and Safety, continued

-  Where insurance coverage is extended to volunteers, SMPs ensure that volunteers are explicitly identified in the relevant policies as “named insureds.”
-  Volunteers are encouraged to consult with their own insurance agents regarding the extension of their personal insurance to include community volunteer work. Specific information regarding such protection is available from the coordinator of volunteers.
-  It is the volunteer’s own automobile insurance coverage that comes into play in the event of an accident or damage while a volunteer is driving their own car for SMP work. Volunteers are advised to notify their own automobile insurance provider about their SMP driving activities and ensure coverage is in place and provides adequate protection.

2.4 Automobile insurance coverage

-  SMP volunteers who drive their own vehicle for SMP work purposes carry liability coverage on any vehicle so used. The cost of this insurance is borne by the volunteer.
-  On acceptance of a volunteer role with the SMP that may involve driving their own vehicle, volunteers sign a certification of automobile insurance coverage. The signed certification is retained in the volunteer’s personnel file. Automobile insurance coverage is verified at least annually by the volunteer’s supervisor, signed off by the volunteer, and the signed certification is retained in the volunteer’s personnel file. 
-  Volunteers immediately notify their supervisor if their automobile insurance coverage lapses. The supervisor attempts to adapt work assignments to exclude driving. If driving is essential to the role and automobile insurance coverage is not obtainable, an alternate assignment is offered to the volunteer where appropriate.
-  SMPs may consult with an insurance advisor in their jurisdiction and establish a minimum level of automobile insurance coverage that volunteers must carry to undertake driving as part of their SMP role. If a minimum level of automobile insurance coverage is required of volunteers who drive while on SMP duty, consultation with an insurance provider takes place annually to review the ongoing appropriateness of the required minimum level of coverage, and adjustments are made as necessary.

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2.0 Risk Management and Health and Safety, continued

2.5 Safe work environment

 The SMP complies with all safety and health standards established by relevant local, state, and federal authorities and keeps volunteers informed about these standards as needed. Safety of volunteers and beneficiaries is a prime consideration in all activities. 

 Volunteers comply with all relevant federal, state, or local laws and regulations regarding public health and safety, including those regarding speed limits, seat belt use, and use of cell phones while driving; food handling; management of confidential information; and communicable disease protocols. 

2.6 Safety training

 Training for volunteers includes discussion of safe work practices and methods for responding to potentially hazardous situations. Volunteers exercise caution in all work activities. 

 Volunteers who violate safety standards, who cause hazardous or dangerous situations, or who fail to report such situations are subject to disciplinary action. 

2.7 Hazardous conditions

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

2.8 Safety in volunteer worksites

 The SMP has a protocol for evaluating the appropriateness and safety of all worksites utilized by volunteers, including venues for presentations to the public. Evaluation of all venues is conducted as part of the overall risk assessment process for presentations. 

2.9 Working alone

 To protect the safety of SMP volunteers, volunteers do not work alone in the SMP's offices in the absence of at least one supervisor or SMP paid staff.

2.10 Workplace violence

 The SMP has established measures and procedures to assess and control identified risks likely to expose any of its personnel – paid or unpaid – to physical injury resulting from violence in the workplace. 

2.0 Risk Management and Health and Safety, continued

2.11 Reporting of abuse

- R SMP volunteers who witness instances of abuse of consumers while performing their assigned duties report this to their SMP supervisor so that appropriate follow-up action may occur.



2.12 Privacy and location of counseling

- R Face-to-face work with beneficiaries takes place at SMP offices (or those of partner agencies). Where beneficiaries are unable to travel to the SMP (or partner's) office, volunteers discuss with their supervisor alternate meeting arrangements. Off-site counselling work is not undertaken by volunteers without prior approval.
- R Where one-to-one information is requested by an audience member at a public presentation, SMP volunteers provide only general information and do not gather personal, financial, or other confidential information from the beneficiary. Inquiries that involve the collection of such personal, financial, or other confidential information are referred for a more formal counseling session in an appropriately private location.

2.13 Home visits

-  It is appreciated that travel to SMP premises may be difficult for some beneficiaries and/or their families. Where cost or travel logistics are a legitimate hardship, the SMP will attempt to locate a community transportation service for the beneficiary or, where necessary, make arrangements for the SMP volunteer to meet the beneficiary in a safe and secure public place that also provides an environment suitable for the exchange of confidential information, such as a neighborhood library, or by arrangement with a partner agency located more conveniently for the beneficiary.
- R Home visits by SMP volunteers to a beneficiary's residence are prohibited.

2.0 Risk Management and Health and Safety, continued



An exception to this policy is made only when the beneficiary and/or his or her family is legitimately unable to travel to the SMP premises and arrangements for an alternate location cannot be made, and only with advance written permission of the coordinator of volunteers and or his/her designee. The protocol below is strictly followed:



- Two volunteers make the home visit together.
- Notice of the visit is provided to at least one other “on-alert” SMP staff along with travel start and projected return times, beneficiary name, address, and phone number.
- At least one of the two visitors has a charged and working cell phone.
- The availability of cell phone coverage is checked before entering the home; where cell phone coverage does not exist, the visit is cancelled.
- Volunteers who do not feel comfortable as they approach the home or who become uncomfortable or threatened during a visit terminate the visit in a non-confrontational manner and report the event to their supervisors as soon as possible.
- Visiting volunteers notify the on-alert staff immediately upon their return from the visit.
- If return of the volunteers is overdue by more 15 minutes, the on-alert staff attempts to contact the visiting staff by cell phone as pre-arranged; two attempts to reach the visiting staff are made at five-minute intervals.
- Failure to reach the visiting volunteers after two attempts triggers an immediate notification to the coordinator of volunteers or other SMP manager who implements further action as required, including, for example, calling the beneficiary’s home, notification of authorities, and 911 contact.



Definition: Information sessions delivered in public settings in senior housing complexes, nursing homes, etc. do not constitute a “home visit” for the purposes of this policy. In these kinds of apartment or congregate housing settings, “home visit” refers to contact inside a person’s private apartment, residence, or room.

2.0 Risk Management and Health and Safety, continued

2.14 Incident reporting

 Any accident or injury to or by a volunteer is reported immediately to the supervisor or other SMP authority. An “incident” may also include, but is not limited to, an error in judgment, other misstep, or substandard performance (particularly in relation to provision of services to beneficiaries), lost possession, boundary breach, offensive remark, sense of risk or peril while on duty, etc. 

 An incident reporting form and protocol exists. Volunteers complete required accident and injury reports promptly following any incident. 

2.15 Incident response

 In response to a reported incident involving SMP volunteers, the coordinator of volunteers ensures/oversees the notification of relevant authorities (e.g., SMP management, police, public health, insurance, AoA, etc.) as appropriate and undertakes subsequent steps necessary to respond to and resolve the incident. 

2.16 Emergency contact procedures

 The SMP has emergency contact information on all of its volunteers – even short-term and event volunteers – and a procedure that enables volunteers to communicate with SMP supervisory personnel at any time volunteers may be on duty. Response to emergency communications takes place without delay. 

2.17 Disaster plan

 The SMP has a plan for dealing with natural disasters, including flood, tornado, earthquake, and pandemic. This plan includes a communication plan for alerting volunteers who might be engaged in performing SMP work in affected communities. 

3.0 Volunteer Program Management

Infrastructure

3.1 Definition of 'volunteer'



A "volunteer" is anyone who, without coercion, compensation, or expectation of compensation beyond reimbursement of reasonable and previously approved expenses incurred in the course of his or her volunteer duties, performs a task at the direction of and on behalf of the SMP.



A "volunteer" is one who is officially accepted and enrolled by the SMP prior to performance of any task.



Unless specifically stated, volunteers are not considered "employees" of the SMP.

3.2 Third party staff



Employees of other organizations who perform SMP-connected work as part of their own ongoing paid work responsibilities are not considered SMP volunteers and may include informal partners, subcontractors, or community workers who receive stipends for their service (such as VISTA, AmeriCorps, Senior Companions, SCSEP and others).



3.3 Community representativeness



The SMP strives to develop a volunteer population that mirrors the diversity of the community in which it operates. This diversity allows the SMP to better understand and serve its community. Concerted efforts are made to achieve community representativeness.

3.4 Beneficiaries and relatives as volunteers



Relatives of beneficiaries may serve as SMP volunteers but are not placed in a position of direct service or relationship to members of their family who are receiving services.

3.0 *Volunteer Program Management, continued*

3.5 **Service at the discretion of the SMP**



The SMP accepts the service of volunteers with the understanding that such service is at the sole discretion of the SMP.



Volunteers agree that the SMP may at any time decide to terminate the volunteer's relationship with the SMP or to make changes in the nature of their volunteer assignment.



See also: Corrective action, termination



A volunteer may at any time, for any reason, decide to sever her or his volunteer tenure with the SMP.



Notice of such a decision should be communicated at least two weeks in advance, or as soon as possible to the volunteer's supervisor.

3.6 **Volunteer rights and responsibilities**



Volunteers are viewed as a valuable resource to the SMP, its staff, and its beneficiaries.



Volunteers have the right to be given meaningful assignments, the right to be treated as equal co-workers, the right to effective supervision, and the right to recognition for work done.



In return, volunteers agree to actively perform their duties to the best of their abilities, comply with these volunteer policies and other work-related direction and provisions, and remain loyal to the values, goals, and procedures of the SMP.

3.7 **Scope of volunteer involvement**



The involvement of volunteers is invited in a wide range of SMP projects and activities.



Volunteers may be invited to serve at a range of levels of skill and decision-making.



Volunteers do not infringe on the work of paid employees and volunteers are not engaged in any roles that could result in the displacement of paid employees from their responsibilities or roles.



See also: Labor relations

3.0 *Volunteer Program Management, continued*

3.8 Oversight of the volunteer program



A designated manager, herein called the “coordinator of volunteers,” is assigned to administer and oversee the operation of the SMP volunteer program, including monitoring the engagement of volunteers in partner agencies and the portions of these volunteer policies that apply thereto.



SMP management monitors the overall effectiveness of the volunteer program typically via regularly scheduled reports from the coordinator of volunteers at staff and/or department and/or board meetings.

3.9 Volunteer program management system



The SMP ensures that an infrastructure is in place to support volunteer involvement and volunteer program management that, together, create effective, productive, safe, and rewarding volunteer involvement. The volunteer program management system parallels the functioning of a Human Resources department and includes, but is not limited to:



- Communication system
- Reporting and accountability system
- Program evaluation system
- Performance management system
- Risk management system
- Operating budget
- Staff resources
- Physical space and necessary equipment

Many specific parts of the volunteer program management infrastructure are further identified and described in these volunteer policies.

3.10 Coordinator of volunteers



The SMP has a staff person with designated responsibility for coordinating and managing the involvement of volunteers.



Coordinators of volunteers are selected for their professional skills and experience in working with volunteers and receive additional training in volunteer program management as necessary.



3.0 Volunteer Program Management, continued



The coordinator of volunteers works with all levels, units, and host organizations of the SMP to plan, develop, and manage a unified and consistent process for the involvement of volunteers. The coordinator of volunteers takes the lead in assisting all units of the SMP in creating and implementing productive and effective volunteer involvement, ensuring quality volunteering experience.



The coordinator of volunteers is involved in all significant SMP decisions likely to affect volunteers and the volunteer program management system.



Operation of the volunteer program management system in the SMP requires professional skills, time, and attention.



Staff and budgetary allocations are made to ensure that the coordinator of volunteers position is appropriately remunerated and staffed to a level sufficient to ensure effective management of the program.



If such responsibility is designated as a part-time responsibility, then other duties are reduced to allow sufficient time and focus to ensure attainment of high standards of volunteer program management, including compliance with all pertinent portions of these volunteer policies.

3.11 Role of the coordinator of volunteers



The productive engagement of volunteers requires a planned and organized effort. The coordinator of volunteers provides a central coordinating point for effective volunteer involvement within the SMP and directs and assists staff and volunteer efforts jointly to provide more productive services.



The coordinator of volunteers bears primary responsibility for planning for effective volunteer deployment, for assisting staff and host organizations in identifying productive and creative volunteer roles, for recruiting suitable volunteers; and for tracking and evaluating the contribution of volunteers to the SMP.



3.0 Volunteer Program Management, continued

3.12 Resources for volunteer support and involvement

R An annual budget for the volunteer management unit is formulated with input from the coordinator of volunteers. This budget covers costs related to staffing of the volunteer program management unit, volunteer recruitment and screening, staff and volunteer training, volunteer supervision and recognition, and all other appropriate areas of volunteer program operation. 

R The volunteer program management budget provides for space, financial resources and support staff to operate the volunteer program in an effective manner. 

3.13 Maintenance of records

R A system of records is maintained on each volunteer, including, but not necessarily limited to: 

- Application and related information gathered in the screening process
- Dates of service
- Positions held
- Training received
- Duties performed and achievements attained
- Performance records, including appropriate documentation of any performance issues
- Awards received
- Record of exit

R Volunteers and relevant staff submit all appropriate records and information to the coordinator of volunteers in a timely and accurate fashion. 

R Volunteer personnel records are accorded the same confidentiality as staff personnel records. Volunteer records are kept in a secure location and requests for information contained in the records are approved as appropriate by the coordinator of volunteers.

3.14 Volunteer access to personnel record

R Upon reasonable notice, and while accompanied by the coordinator of volunteers, volunteers may examine the contents of their own personnel file.

3.0 Volunteer Program Management, continued



Volunteers wishing to make an addition or correction to their file submit a written proposal to the coordinator of volunteers. Inactive files will be maintained for a minimum period of seven years after the volunteer's involvement with SMP ends.



3.15 Evaluation of the volunteer involvement and the volunteer program management system



The coordinator of volunteers conducts regular evaluations of both volunteer involvement and the infrastructure in place to support volunteer involvement in the SMP.



The coordinator of volunteers provides periodic reports to appropriate senior leadership on current operations and future needs. These evaluations include feedback from both volunteers and paid staff along with community partners as appropriate. The evaluations outline future goals and plans for improvement in the use of volunteers by the SMP.



Role Design

3.16 Volunteer role development



Volunteers may fill a range of standard roles at the SMP. Creativity in role development is encouraged to engage a wide array of volunteer skills and make volunteer participation accessible to a diverse population of prospective volunteers.



Volunteer roles add value to SMP services. When SMP staff are expected to work alongside or supervise SMP volunteers in a newly proposed role, the input of those staff is solicited in the development of the role. SMP staff are encouraged to identify possible new roles for SMP volunteers and the coordinator of volunteers assists staff in the development of volunteer assignments and role descriptions.



3.17 Volunteer-staff interface



Volunteer resources do not displace paid staff. The availability of volunteer resources is never a factor in the consideration of staff layoffs, terminations, or loss through attrition. Volunteers supplement but do not supplant the work of paid staff.



See also: Labor relations

3.0 Volunteer Program Management, continued

3.18 Role descriptions

Volunteers benefit from a clear, complete, and current description of the duties and responsibilities of the role that they are expected to fill. Volunteer role descriptions create the SMP's legal right to screen volunteers and form the basis of the volunteer performance management system. 

 Prior to any recruitment effort or volunteer assignment, a role description is developed for each volunteer post. All role descriptions include, but may not be limited to, the following: 

- Purpose of the role
- Role duties
- Designated supervisor
- Worksite location(s)
- Time frame for the performance of the work along with work schedule
- Qualifications
- Benefits of the role to volunteers

 Standardized role descriptions exist for the six core SMP volunteer roles outlined in the "Volunteer role development" section of these policies. 

 A role description(s) is (are) made available to all prospective volunteers when they apply to become an SMP volunteer and are provided to each SMP volunteer upon acceptance as a volunteer.

 Role descriptions are reviewed and updated at least annually by the coordinator of volunteers or whenever a role changes substantially.

3.19 Standards of performance

 Standards of performance are established for each volunteer role. These standards list the work to be done in that role, measurable indicators of whether the work was accomplished to the required standards, and appropriate time frames for accomplishment of the work. 

 Creation of these standards is a joint function of the coordinator of volunteers, relevant paid staff, and, wherever possible, volunteers already in the role.

 From the beginning of their involvement volunteers have a right to know the standards of performance that apply to the work they will do. A copy of the relevant standards of performance is provided to all volunteers at the beginning of their assignment along with a copy of the role description. 

3.0 Volunteer Program Management, continued

3.20 Refusal of assignments



Volunteers have the right to refuse any tasks or work assignments.



Wherever possible, volunteers provide advance notice of refusal to the coordinator of volunteers or direct supervisor along with reasons for the refusal.



Volunteers are expected to refuse work assignments whenever an assignment exceeds the parameters of the volunteer role description or requires the volunteer to perform a function for which they have not been trained or are not qualified.



Paid staff do not make unreasonable demands on volunteers or request that volunteers exceed the boundaries of the role description or the limits of their individual capacity.

3.21 Paid staff requests for volunteers



Requests from paid staff for volunteer assistance are submitted in writing to the coordinator of volunteers by interested staff. An outline of the volunteer role and suggested time frame accompany each request.



It is understood that the recruitment and satisfaction of volunteers are enhanced by creative and interesting roles and since volunteers are not always easy to locate and require screening, orientation, and perhaps training, advance notice of the need for volunteer assistance is provided to the coordinator of volunteers well ahead of role start date.



The coordinator of volunteers recruits and places volunteers only in settings where staff are clearly supportive of volunteer involvement and willing to work together with, and provide support for, volunteer participation.

3.22 Worksite



A safe and appropriate worksite is established prior to the enrollment of any volunteer.



Worksites contain facilities, equipment, and space necessary for volunteers to safely, effectively, and comfortably perform their duties.

3.0 Volunteer Program Management, continued

3.23 Length of service

R All volunteer roles have a set term of service.



Terms ideally are of one year duration or less, with an option for renewal at the discretion of both parties.



Volunteer assignments end at the conclusion of their set term, without expectation or requirement of re-assignment of that role to the incumbent.



Volunteers are neither expected nor required to continue their involvement with the SMP at the end of their set term, although in most cases they are welcome to do so where performance standards have been met.



At any time, volunteers may seek a different volunteer assignment within the SMP or with another organization or may retire from volunteer service.



See also: Term of work agreement

3.24 Leaves of absence



At the discretion of the coordinator of volunteers, in consultation with the volunteer's immediate supervisor where appropriate, leaves of absence are granted to volunteers. Leave does not necessarily alter or extend the previously agreed-upon completion date of the volunteer's term of service. This is negotiated with the volunteer when the leave is arranged.

Recruitment

3.25 Recruitment



Volunteers are recruited by the SMP on a pro-active basis, with the intent of broadening and extending SMP services to beneficiaries. From time to time, recruitment campaigns may be launched to attract volunteers who may better serve targeted beneficiary populations.



Volunteers are recruited through a variety of mechanisms. They enter the application process either through an interest in a specific function or through a general interest in volunteering for the SMP, in which case they will later be matched with a specific function.

SMP VOLUNTEER RISK AND PROGRAM MANAGEMENT

3.0 Volunteer Program Management, continued

 Acceptance as a volunteer is not automatic. Volunteers fulfill all screening, orientation, and training requirements for the role in which they are interested before being accepted into service.

 See also: Screening, orientation, training

3.26 Non-discrimination

 Seniors are the primary recruitment target of SMP, but volunteer roles are open to community members of all ages above the age of majority regardless of gender, disability, race, or other condition.

 The sole qualification for volunteer acceptance is suitability to perform a task on behalf of the SMP.

3.27 Recruitment of minors

 The majority of SMP volunteer roles are suitable to adults only. Volunteers who have not reached the age of majority may be considered for selected volunteer roles on the written consent of a parent or legal guardian prior to volunteering.

 Volunteer roles open to the engagement of minors have clearly prescribed responsibilities well-suited to young persons, occur in a supervised and non-hazardous environment, and comply with all child labor laws.

3.28 Advertisement of volunteer opportunities

 Opportunities to volunteer are publicized broadly and through a variety of methods to ensure that no group of people are excluded because of limited distribution of information.

3.29 Communication with prospective volunteers

 Response to people who express an initial interest in volunteering with the SMP is speedy.

 A response protocol exists to prevent undue delay and ensure that prospective volunteers receive a welcoming and effective recruitment message.

3.0 Volunteer Program Management, continued



It is made clear to prospective volunteers from the beginning of their connection with the SMP that volunteers undertake important work in this program. Communication is open and forthcoming. The responsibilities of the SMP volunteer roles and the high standards of performance and conduct expected of SMP volunteers are not downplayed.

3.30 Wait list



Because prospective volunteers typically want to become active as soon as possible and leave if made to wait for a connection to the organization, the SMP attempts to engage people quickly through continuous intake.



If volunteer opportunities are not immediately available or initial volunteer training is not available quickly, the SMP may maintain a wait list of interested prospective volunteers or help volunteers find other suitable volunteer work.

Screening

3.31 Selection policy

Volunteer screening is a critical component of both human resources management and risk management. The SMP strives to maintain a safe and productive workplace with honest, trustworthy, reliable, and qualified volunteers who do not present a risk of harm to themselves, other persons, or the reputation of the SMP.



Screening processes are clear and comprehensive and standards are never waived, even for persons known to the screener.



Screening inquiries are limited to collecting information directly connected to the ability of the applicant to effectively perform volunteer work for the SMP.



The SMP applies a formal selection process to all prospective volunteers. This process varies according to the nature and degree of responsibility in the work to be done, access to money or other valuables, access to personal or confidential information, and/or access to beneficiaries or members of the public.



Positions of trust are subject to significantly more rigorous screening inquiries.



SMP VOLUNTEER RISK AND PROGRAM MANAGEMENT

3.0 Volunteer Program Management, continued

3.32 National minimum standards

- National minimum screening standards are established by AoA and the SMP's screening and acceptance processes comply with those standards.



3.33 Screening authority

- Screening and acceptance decisions are made by authorized persons only, typically the coordinator of volunteers.

3.34 Applicant rights

- Applicants have legitimate rights in the screening process, provided for both in law and business ethics. Applicants are owed respect and appreciation. They have the right to know what the screening process will entail before embarking on it. Their information is provided in confidence and must be respected within the limitations of the screening process. They deserve a timely response. The SMP is committed to upholding applicants' rights.



3.35 Equity and human rights compliance

- While screening processes vary by role, applicants for any given role are screened in the same way as all other applicants for that same role.



- All screening inquiries and decisions comply with relevant human rights requirements.



3.36 Right of refusal

- Acceptance as a volunteer is not automatic. The SMP reserves the right not to accept applicants based on an objective and equitable assessment of their suitability.

3.37 Full disclosure of process and volunteer consent

- Prospective volunteers are notified early on in the application process about the range of screening inquiries used by the SMP for its various volunteer roles.



- No screening inquiry is undertaken without the prior knowledge and permission of the applicant.



3.0 Volunteer Program Management, continued

 Prospective volunteers agree to the right of SMP to conduct appropriate inquiries regarding the background and qualifications of applicants and cooperate fully in the fulfillment of these checks. 

 Prospective volunteers have the right to refuse permission for any line of screening inquiry, in which case the SMP reserves the right to terminate the application process and refuse acceptance as an SMP volunteer. 

 Applicants sign an agreement allowing the SMP to complete its screening inquiries. The agreement gives permission to references and others to disclose relevant information to the SMP. 

3.38 Application form

 A standardized application form is completed by all prospective SMP volunteers. 

3.39 Interviews

 All prospective volunteers are interviewed to ascertain their suitability for, and interest in, various roles at the SMP. Interviews determine volunteers' qualifications and commitment to fulfill the requirements of the role, and provide ample opportunity for interviewees to ask questions about the program, volunteer duties, and gain any other information they may need to make an informed decision about volunteering with the SMP. 

Interviews are conducted either in person or by other means such as by telephone or Internet.

3.40 Availability of suitable volunteer roles

 In cases where the interview does not uncover a suitable placement for a prospective volunteer or where the SMP cannot meet his or her interests, needs, or availability, the coordinator of volunteers recommends that the volunteer seek placement elsewhere.

3.41 Conflict of interest

 No person who has a conflict of interest in connection with the work they will do at the SMP, whether personal, philosophical, or financial, may serve as a volunteer. 

SMP VOLUNTEER RISK AND PROGRAM MANAGEMENT

3.0 Volunteer Program Management, continued

- R All possible conflicts of interest are immediately reported by volunteers to their supervisor. 
- R SMP attempts to resolve conflicts of interest through, for example, changes of volunteer duties or changes of volunteer role.
- R If a conflict of interest cannot be resolved, the volunteer may be relieved of duty.
- R Volunteers do not promote any personal or business interest while undertaking their SMP assignment. 
- R SMP volunteers sign a conflict of interest statement and agree to immediately notify their designated supervisor if any potential conflict arises during performance of their duties. 

3.42 Reference checks

- R At least three personal and/or professional references are checked for prospective volunteers who may be placed in a position of trust at the SMP. 

3.43 Background checks

- R Background checks vary according to volunteer role and may include, but may not be limited to verification of: 
- Identity
 - Volunteer history and experience
 - Employment history and experience
 - Education
 - Social Security number
- R Social Security numbers of volunteer applicants are destroyed at the time the acceptance decision is made.

3.0 Volunteer Program Management, continued

3.44 Driver's license and record checks

 Prospective volunteers whose volunteer responsibilities at the SMP involve operation of a motor vehicle are subjected to three specific screening inquiries: 

- Proof of valid driver's license
- Driver's record check
- Proof of automobile insurance

 Driving offenses may disqualify applicants for roles involving driving. The nature and number of the offense(s) and when it (they) occurred will be considered in the screening decision.

3.45 Criminal records check

 All prospective volunteers applying for any position of trust at the SMP are subjected to a federal level criminal records check. 

 The presence of a criminal record is not an automatic disqualifier from SMP volunteer work. The nature of the offense, when it occurred and other pertinent information are considered in combination with all other information gathered in the screening process, and the acceptance decision is based on an overall assessment of the qualifications and appropriateness of the candidate for the role in question. The SMP has a protocol for determining which criminal violations render an applicant unsuitable for SMP assignments. 

3.46 Definition of "current" criminal records check

 A criminal records check is considered "current" if issued within the previous three-month period in the appropriate jurisdiction.

3.47 Certificate of ability

 Volunteers who have any medical or psychological condition that might affect the safe and effective performance of their volunteer work are requested to provide a medical certificate that attests to their ability to perform their assigned duties. 

 Any volunteer who, after acceptance and assignment by the SMP, enters a course of treatment that might adversely impact upon the performance of their volunteer duties consults with the coordinator of volunteers.

3.0 Volunteer Program Management, continued

3.48 Professional services

-  SMP volunteers do not perform professional services for which certification or a license is required unless this work is within the scope of their role description and the volunteer is currently certified or licensed to perform such work.
-  A copy of the relevant certificate or license is maintained in the volunteer's personnel file.
-  The volunteer provides a current copy of the certificate or license upon its renewal or reissue.
-  The volunteer immediately informs the coordinator of volunteers if such certification or licensing ceases to be in effect.

3.49 Assessment of screening information

-  The decision to accept (or not) each volunteer applicant is based on careful consideration of all pertinent information gathered in the screening process. 

3.50 Notification of acceptance

-  Applicants are informed of a projected time line of the screening process at the time of their initial interview and updated if screening takes longer than expected.
-  Prospective volunteers are informed of the outcome of their application as expeditiously as possible, preferably within one week of the decision.
-  A written offer of acceptance is provided to all new volunteers. 
-  No offer of acceptance is issued on a conditional basis pending, for example, the results of screening inquiries, and volunteers do not begin any work in the SMP until they have been formally accepted into service.

3.0 Volunteer Program Management, continued



Volunteers are offered the opportunity to attend SMP initial volunteer training if it is scheduled while the SMP is waiting for confirmation of screening information (e.g., waiting for results of criminal records check, driver's record check, medical certification of ability to perform role functions, etc.) as long as volunteers understand that they are not yet accepted as SMP volunteers and still agree to devote time to training under these terms.



Following acceptance, volunteers begin work as soon as practically possible.

3.51 Probationary period



All new volunteers are placed on probation for a period of three months after their initial training is complete and they have been placed into a role. The probation period allows both the volunteer and the SMP to assess the appropriateness of the “fit” between the volunteer’s interests, skills, and abilities and the mission, values, and work of the SMP. Adjustments are made wherever appropriate, including the possibility of placement into a different volunteer role that better suits the volunteer. If it is determined by either party during the probation period that involvement in the work of the SMP is not appropriate, termination can be immediate and without notice or reason provided by either party.



The coordinator of volunteers makes formal contact with volunteer at the end of the probationary period to end probationary period and finalize acceptance, or make alternate plans where volunteer’s tenure is in question.



3.52 Documenting screening



The SMP has a screening documentation creation and retention process that sets out what documentation is created, for how long it is retained, and when it is to be destroyed.



Documentation is retained as follows:



For applicants accepted into volunteer service: Screening documentation becomes part of the volunteer’s personnel file and is retained for a minimum of seven years after the volunteer’s involvement with the SMP terminates.

3.0 Volunteer Program Management, continued

- R For applicants not accepted into volunteer service: Screening documentation is retained for a minimum of six months after the volunteer has been notified of the non-acceptance of their offer of involvement.

3.53 Confidentiality of screening information

- R The confidentiality of information collected during volunteer screening is carefully protected. It may be shared with SMP screening/hiring authorities as needed in the determination of volunteer suitability.

3.54 Incomplete or false information

- R Falsification of information, including material omission or misrepresentation, at any point during screening is grounds for immediate disqualification from the application process or even immediate dismissal if the falsehood is discovered after acceptance.

3.55 New screening standards for current volunteers

- R All SMP volunteers, regardless of length of tenure, are subject to the provisions of all volunteer policies, including new policies coming into effect during an existing volunteer's tenure.
- R Existing volunteers must meet all new screening standards relevant to the role(s) they hold, with the exception of interviews and reference checks, which do not need to be initiated or repeated with existing SMP volunteers.
- R Existing SMP volunteers are not exempt from any of the following processes that would newly apply to the role(s) they hold as SMP volunteers:
- Application form
 - Federal level criminal records check
 - Background checks
 - Driver's license and record checks
 - Certificate of ability
- R Existing volunteers must complete, within three months of the date of their effectiveness, all new screening processes that now apply to the volunteer role(s) they hold. Failure to complete all necessary screening processes results in suspension of duties until compliance is achieved.

3.0 Volunteer Program Management, continued

3.56 Reconfirmation of screening

-  The SMP has a policy on how often various record checks (e.g., criminal records checks, driver's records check, medical certification of ability to perform duties, etc.) will be repeated. Frequency of re-checks varies with the nature of the work and the degree of access and trust vested in the role.



3.57 Up-screening

-  Screening protocol is adjusted as roles change and/or as standards of care and due diligence recommend.

3.58 Screening of previous volunteers

-  Re-acceptance of previous SMP volunteers is not automatic. Re-acceptance decisions are based on past performance and the results of any updated or additional screening inquires undertaken in connection with the role for which the person is applying.

3.59 Revisions to the screening process

-  Screening protocol is adjusted as roles change and/or as standards of care and due diligence recommend.



Placement

3.60 Placement

-  When placing a volunteer in a role, attention is paid to the interests and capabilities of the volunteer and to the requirements of the volunteer role. Placements are not made unless the requirements of the volunteer, the role requirements, and the supervising staff can be met.

-  Volunteers are not assigned to “make-work” roles and no role is offered to an unqualified or uninterested volunteer.

-  Volunteers are not placed in roles where paid staff are unsupportive.



Volunteers are made to feel comfortable in declining a suggested placement and/or in requesting changes to their assignment at any point in their relationship with the SMP.

3.0 Volunteer Program Management, continued



Wherever possible, volunteer roles are adjusted to meet the interests and availability of volunteers.



Final placement decisions are made at the discretion of the SMP.

3.61 Term of work agreement



Each volunteer role has a defined term.



Volunteers sign an agreement to fulfill the designated term of work. This agreement is mandatory in roles for which extensive training is required or for roles in which volunteers are assigned to a specific case or to work with a specific beneficiary.



See also: Probation period

3.62 Staff participation in interviewing and placement



Wherever possible, paid staff who will be working with the volunteer participate in the interview and placement process.



Final assignment of volunteers does not take place without the approval of the paid staff with whom the volunteer will be working.

3.63 Acceptance and appointment



Service as a volunteer with the SMP begins only with an official notice of acceptance or appointment to a volunteer role.



This notice is given in a timely manner by the coordinator of volunteers or his or her designee.



At the time of acceptance, volunteers complete all necessary enrollment paperwork and receive a copy of their role description and agreement of service with the SMP.



No volunteer begins performance of any role until they have undergone all required screening, been officially accepted into service, submitted all necessary paperwork, and successfully completed all mandatory training.



3.0 Volunteer Program Management, continued

3.64 Placement check-in



All volunteer placements are initiated on a 30-day trial period. At the end of this period a second interview with the volunteer is conducted, providing an opportunity for mutual assessment of the initial placement. At this point either the volunteer or the SMP may request an adjustment to the role, re-assignment to a different role, or determine that the volunteer is unsuitable for a role within the SMP.



See also: Probation period

3.65 Re-assignment



Volunteers who are at any time re-assigned to a new role are interviewed for that role, undergo any up-screening required by the new role, and receive all appropriate orientation and training before they begin work.



See also: Up-screening

Orientation and Training

3.66 Orientation



All volunteers receive orientation to:

- The purpose and values of the SMP
- The nature and operation of the program or activity for which they are recruited
- The purpose, duties, and requirements of the role that they are accepting



3.67 Training

Volunteer training is essential to effective SMP service delivery, and both the SMP and its volunteers have the right to ensure that training leads to satisfactory volunteer performance.



Minimum initial and ongoing volunteer training requirements are established by AoA and involve the delivery of a standardized volunteer training program tailored to specific volunteer roles is an AoA requirement.



Training takes place with minimum delay following the acceptance of the volunteer by SMP.

3.0 Volunteer Program Management, continued

 Volunteers fulfill all mandatory training requirements before any work is assigned.

 Volunteers who are unable to successfully complete mandatory training – initial or ongoing – are offered alternate placements with lesser requirements wherever possible.

 Volunteers who are ultimately unable or unwilling to fulfill minimum training requirements are respectfully removed from service and tenure as an SMP volunteer is terminated.

 See also: Qualification through training

3.68 Credit for related training

 At the discretion of the SMP, credit may be given for training received from another organization that overlaps with training provided by the SMP.

3.69 Qualification through training

 Volunteer qualification in certain SMP roles is a minimum AoA requirement. 

 Volunteers are tested on their knowledge following training for certain SMP roles, and must demonstrate minimum levels of comprehension and skill. 

 Volunteers are not assigned duties until qualification is granted. 

 Volunteers who are unable to achieve qualification are offered alternate placements with lesser requirements wherever possible. 

 Volunteers who are ultimately not able to meet qualification requirements are respectfully removed from service and tenure as an SMP volunteer is terminated. 

3.70 On-the-job training

 Volunteers receive specific on-the-job training which provides the information and skills necessary to perform their volunteer assignment. The timing and methods for delivery of such training are appropriate to the complexity and demands of the role and the capabilities of the volunteer. 

3.71 Paid staff involvement in orientation and training

 Paid staff members with responsibility for service delivery have an active role in the design and delivery of both orientation and training of volunteers.

3.0 *Volunteer Program Management, continued*



Staff who supervise volunteers design and deliver on-the-job training to those volunteers assigned to them.



The coordinator of volunteers assists where needed and ensures that all necessary training is provided.

3.72 **Volunteer involvement in orientation and training**



The participation of experienced volunteers is invited in the design and delivery of volunteer orientation and training.

3.73 **Continuing education**



As with paid staff, improvement of volunteer skill levels during their terms of service is encouraged. Additional training and educational opportunities are made available to volunteers wherever possible and appropriate. Continuing education includes both additional information on performance of their current volunteer assignment as well as more general information related to the work and mandate of the SMP, and is provided either by the SMP directly or by assisting volunteers to participate in educational programs provided by other groups.

3.74 **Conference attendance**



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

Performance Management

3.75 **Components of performance management**



A key principle of volunteer program management is to support volunteers to be successful in their roles. To this end, a constructive, positive, and success-oriented performance management system is in place at the SMP.



3.0 Volunteer Program Management, continued

 Performance management provides a wide range of support and intervention techniques to supervisors to encourage and enable productive and satisfying volunteer involvement and to help volunteers adjust performance when necessary to meet performance standards and achieve role outcomes. The SMP performance management system includes three primary components:



- Supervision
- Performance evaluation
- Corrective action

 Each component of the performance management system includes a range of approaches and techniques at the disposal of supervisors. The guiding principle of performance management is to match the type and extent of supervisory intervention to the nature of a volunteer's responsibilities and capacity. It provides for a multiplicity of supportive and enabling responses that acknowledge and reward excellence in volunteer work. It includes positive and reinforcing informal mechanisms through more formal corrective action to the most formal disciplinary actions up to and including dismissal.



3.76 Supervisor's' role

 Supervisors of volunteers follow performance management policies and procedures in their day-to-day work with volunteers.



 In instances where more support, understanding, or direction is needed, the coordinator of volunteers works with the day-to-day supervisor to help the volunteer to achieve necessary modifications.



3.77 Notice of performance management system

 Volunteers are advised of the existence of the volunteer performance management system during their initial orientation with the SMP.



 Upon acceptance into volunteer service, all SMP volunteers are provided with a copy of the volunteer handbook along with any other performance management or evaluation instruments.



3.78 Right of supervision and support

 The SMP has both the right and the obligation to provide supervision and support, to manage the work done by volunteers, and to determine the nature and extent of supervisory guidance provided to volunteers.

3.0 Volunteer Program Management, continued

3.79 The nature of supervision and support



Supervision and support reflect the principle of positive, constructive, and success-oriented guidance that underpins the SMP volunteer performance management system. This is the day-to-day feedback and reward process that helps volunteers understand expectations and standards and achieve them. Supervision and support of volunteers is essential to ensure consistent quality of services as well as volunteer satisfaction.



3.80 Acceptance of supervision



Upon acceptance into service with the SMP, volunteers agree to accept supervision and support from designated supervisory personnel.



Failure or refusal by a volunteer to accept supervision and/or to integrate the direction of the supervisor into his or her volunteer work performance are grounds for disciplinary action up to and including dismissal.

3.81 Requirements of a supervisor



Each volunteer who is accepted to an SMP role has an identified supervisor who is responsible for direct supervision and support of that volunteer.



Supervisors provide day-to-day guidance for the work of the volunteer, and are available to the volunteer for consultation, assistance, and support. Supervisors assign volunteer duties, involve volunteers in the communication flow of the agency, and provide constructive feedback to volunteers regarding their work.



Responsibility for volunteer supervision is reflected in the role requirements of paid staff who are volunteer supervisors, and their effectiveness as supervisors is monitored as part of their own routine performance assessment.



3.82 Volunteers as volunteer supervisors



Experienced and qualified volunteers may be assigned volunteer supervision and support responsibilities provided that they are, themselves, under the direct supervision of a paid staff member.

3.0 Volunteer Program Management, continued

3.83 Lines of communication

 Volunteers receive all necessary information pertinent to the performance of their work assignments.

 Accordingly, volunteers are included in and have access to all appropriate information, memos, materials, meetings, and consumer records relevant to work assignments.

 Supervisors ensure that their volunteers receive all pertinent information.

 To facilitate the receipt of this information on a timely basis, volunteers are included on all relevant distribution schedules and are given a method for access to information circulated in their absence.

 Lines of communication operate in both directions and exist both formally and informally. Volunteers are consulted regarding decisions that would substantially affect the performance of their duties. Volunteers are encouraged to provide feedback and input, via their supervisor, on the effectiveness and organization of SMP services. All constructive suggestions are welcomed.

3.84 Evaluation of performance

 Volunteers receive periodic evaluation of their work. This is the second component of the SMP performance management system. It is impossible to achieve success without monitoring performance and behavior against established and communicated standards. Evaluation of performance is a more formal mechanism beyond day-to-day supervision, providing a more detailed portrayal of each volunteer's performance, on-the-job behavior, achievements, and areas for improvement. 

 Volunteer evaluations are conducted by the volunteer's immediate supervisor. Input may also be sought from other supervisory personnel who are in a position to observe volunteer performance. 

 The role description and related standards of performance form the basis of performance evaluation. 

SMP VOLUNTEER RISK AND PROGRAM MANAGEMENT

3.0 Volunteer Program Management, continued

 Feedback on volunteer performance is non-threatening, constructive, and supportive. It is an opportunity for mutual exchange and feedback. It includes formal acknowledgement of, and appreciation for, volunteer contributions. 

 See also: Volunteer recognition

 Evaluations, normally conducted in person, include a review of the performance and achievements of volunteers and suggest needed changes in work style, behavior, standards, or outcomes. 

 Volunteers are invited to provide input and suggestions regarding their work, SMP services, and the volunteer's relationship with the SMP. 

 Paperwork related to the volunteer's tenure is updated, including the role description, personal contact information, conflicts of interest, and any licensure relevant to their duties (e.g., proof of valid driver's license, proof of automobile insurance, etc.). 

 Evaluations are an opportunity to ascertain the continued interest of volunteers in SMP service in their current or other capacity. 

3.85 Documenting performance

 The substance and outcomes of volunteer performance evaluations are documented by the supervisor and placed in the volunteer's personnel file. All plans for improvement are itemized along with mutually agreed upon follow-up dates and procedures. 

3.86 Communication with the volunteer management unit

 Supervisors of volunteers maintain regular communication with the volunteer management department – typically the coordinator of volunteers – on the status of the volunteers they are supervising and are responsible for the timely submission of all necessary paperwork. 

 The coordinator of volunteers is informed immediately of any substantial change in the work or status of a volunteer and is consulted in advance before any corrective action is taken.

3.0 Volunteer Program Management, continued

3.87 Corrective action

 Corrective action is the third component of the SMP performance management system. It is positive, constructive, and success-oriented. It includes a range of intervention techniques designed to help volunteers whose performance and/or behavior is not meeting expectations. 

 Corrective action often follows performance evaluation. It may be initiated as the result of a specific behavior or incident that requires correction.



Most often corrective action takes the form of a plan for change developed cooperatively between the volunteer and his or her supervisor. 

3.88 Written protocol in place

 The SMP has a written protocol for corrective action which includes a wide range of intervention techniques. Supervisors are trained in the constructive and respectful application of the corrective action process. 

3.89 Range of intervention options

 Corrective action includes a range of interventions from the informal development of a performance improvement plan (involving, for example, additional training, coaching support from an experienced volunteer buddy, adjustment of volunteer duties, or re-assignment to a new role) to the more formal range of disciplinary techniques including warnings, suspension, or, in the absence of success through other methods, dismissal of the volunteer from service. 

3.90 Progressive in nature

 Taking corrective action with a volunteer presumes the behavior is serious enough to warrant specific intervention and consequences. Continuation or repetition of the behavior is not acceptable and is communicated clearly to the volunteer.

3.0 Volunteer Program Management, continued

 The corrective action process at SMP is progressive which means two distinct things:

- The system is success-oriented rather than failure-focused.
- The seriousness of corrective action intervention is matched to the nature of the performance issue, becoming progressively more serious with either the unacceptability of the transgression or repeated failure by the volunteer to ameliorate the situation.

3.91 Dismissal of a volunteer

 Volunteers who do not adhere to the rules, policies, or procedures of the SMP or who repeatedly fail to perform a volunteer assignment satisfactorily despite supervisory support and other corrective action interventions are subject to dismissal. 

 Dismissal of volunteers is typically a last resort, applied only when other available and appropriate corrective actions have been attempted.

 Whenever a supervisor determines that a corrective action process may ultimately lead to volunteer dismissal, the coordinator of volunteers is immediately notified. The coordinator of volunteers works with the supervisor to implement appropriate corrective action steps.

 The dismissal process allows volunteers the opportunity to discuss with supervisory staff the reasons for possible dismissal and understand that dismissal is one real possible outcome should corrective action fail to ameliorate the situation.

 Only the coordinator of volunteers is authorized to take the decision to terminate a volunteer's involvement from the SMP and this decision will often involve consultation between the coordinator of volunteers and his or her own supervisor.

3.0 Volunteer Program Management, continued

3.92 Grounds for dismissal



Following is a sample list of possible grounds for dismissal. This list is for illustration purposes and is not intended to be complete or comprehensive. Individual situations vary and supervisors and the coordinator of volunteers use discretion and good judgment in all decisions regarding possible volunteer dismissal:



- Gross misconduct
- Serious misjudgment that may undermine the SMP's trust in the volunteer, cause harm to others, or diminish public trust in the SMP
- Insubordination including failure or unwillingness to perform essential role responsibilities and/or accept direction from authorized SMP supervisory personnel
- Being under the influence of alcohol or illegal drugs while on volunteer duty or representing the smp
- Dishonesty, theft, or other illegal acts
- Loss of license (such as driver's license) or certification or qualification required to perform assigned duties
- Unauthorized use or misuse of SMP equipment or materials
- Harm, abuse, or mistreatment of beneficiaries, co-workers, or other persons
- Serious and repeated failure to abide by SMP policies and procedures
- Failure to meet physical, cognitive, or emotional standards of performance
- Repeated failure to satisfactorily perform assigned duties
- Irresolvable conflict of interest
- Serious breach of boundaries

3.93 Immediate dismissal



There are some behaviors that are so unacceptable that they are simply not tolerated at the SMP. These behaviors trigger immediate dismissal of volunteers from all SMP volunteer service.



When there is no doubt that the unacceptable behavior has taken place, the volunteer is immediately relieved of his or her duties.

3.0 Volunteer Program Management, continued

R Accompanied by an SMP supervisor, the volunteer is given the opportunity to collect personal belongings, turn in SMP identification, and is then escorted from the premises.

R If there is some question about the unacceptable behavior, the volunteer is immediately suspended from her or his volunteer role(s) until an investigation is complete. The suspension is treated as a temporary dismissal, wherein the volunteer gathers his or her belongings, returns the SMP identification, and is escorted from the premises. In the case of a suspension pending investigation, when the investigation is complete the SMP determines whether the volunteer will be reinstated, and if so, with what provisions, or dismissed.



3.94 Grounds for immediate dismissal

R Following is a sample list of possible grounds for immediate dismissal of SMP volunteers. This list is for illustration purposes and is not intended to be complete or comprehensive:



- Fraud, theft, or abuse in connection with SMP service
- Serious illegal act
- Gross negligence causing bodily harm in connection with SMP volunteer service
- Breach of confidentiality
- Reporting for volunteer service in an impaired condition resulting from the use of alcohol or illegal drugs
- Violence in the workplace

3.95 Notice of departure of a volunteer

R When a volunteer departs from the SMP, whether voluntarily or involuntarily, or is re-assigned to a new role, the coordinator of volunteers provides written notice of such to all affected SMP personnel (paid and unpaid).



3.96 Reassignment of work and cessation of work relationships

R When a volunteer is dismissed, the working relationship to the SMP program, its services, personnel, and beneficiaries is irrevocably severed. Volunteers are informed that further SMP program- or service-related functioning along with connections with SMP personnel, partners, and beneficiaries cease upon dismissal.



SMP VOLUNTEER RISK AND PROGRAM MANAGEMENT

3.0 Volunteer Program Management, continued

- R Any active work relationships with beneficiaries or open cases are immediately reassigned.
- R The beneficiary is informed in writing of the reassignment of his or her case. Information regarding departure of the volunteer is provided in the briefest of terms as the reason for the reassignment. 
- R All due caution is exercised to protect the rights, dignity, and confidentiality of the volunteer.
- R Where a dismissed volunteer is in an ongoing relationship with a beneficiary(ies) it is made clear to the beneficiary(ies) in writing that the volunteer is no longer a representative of SMP, that the SMP is neither monitoring nor responsible for any future actions of the volunteer, and the beneficiary(ies) is (are) cautioned to discontinue any SMP-related contact with the volunteer. 

3.97 Performance management-related review and appeals procedures

- R Decisions involving serious and formal corrective action, including dismissal of a volunteer, are reviewed for appropriateness by the coordinator of volunteers, often in consultation with his or her own supervisor.
- R The SMP has a corrective action appeals procedure in place. Volunteers are made aware of this procedure upon acceptance into volunteer service. 

3.98 Grievance/complaint procedure

- R Volunteers with complaints or grievances with staff, other volunteers, beneficiaries, or partner organizations communicate these to their supervisor. 
- R If the complaint involves the volunteer's own supervisor, the volunteer conveys the complaint to the next person in the chain of command at the SMP, typically the coordinator of volunteers. 
- R All complaints will be treated as confidential.
- R Every effort is made by the supervisor/ coordinator of volunteers to achieve speedy and effective resolution of the situation and the volunteer is kept informed of the progress of this effort.

3.0 Volunteer Program Management, continued

-  The final decision regarding resolution and related action rests with the SMP, typically the coordinator of volunteers.

3.99 Investigation of outside complaints

-  The SMP has a process for investigating and resolving complaints from beneficiaries and other outside parties against volunteers. 

3.100 Resignation

-  Volunteers may resign from their volunteer service with the SMP at any time.



Volunteers who intend to resign provide as much advance notice of their departure as possible along with the reason for their decision.

3.101 Exit interviews



Exit interviews, where possible, are conducted with volunteers who are leaving their roles. The interview ascertains why the volunteer is leaving the role, elicits suggestions the volunteer may have to improve the role or SMP service, and, where appropriate, the possibility of involving the volunteer in some other capacity with the SMP in the future. 

Volunteer Behavior, Performance, and Roles

3.102 Policies on volunteer behavior, performance, and roles

-  The following set of policies guides and directs the work and behavior of SMP volunteers. They apply equally to all SMP volunteers, and compliance with these policies is a condition of continued volunteer involvement in the SMP.

3.103 Policy revision

-  The Administration on Aging reserves the exclusive right to develop new or revise existing VRPM policy at any time. Adherence to all policies is expected.

-  With respect to this range of policies on volunteer behavior, performance, and roles, individual exceptions may be granted on the authority of the coordinator of volunteers or his or her supervisor, but only where the exception remains consistent with the spirit and general intent of the original VRPM policy.

3.0 Volunteer Program Management, continued

3.104 Clarification of meaning



Questions regarding interpretation of these policies should be addressed to the coordinator of volunteers for clarification. It is the volunteer's responsibility to seek clarification as needed.



Not understanding a policy is not acceptable grounds for failure to comply.

3.105 Where policies are silent



Matters not specifically covered in these policies are determined by the coordinator of volunteers.

3.106 Volunteer conduct



The coordinator of volunteers, volunteer supervisors, and all other SMP team members work together to ensure that SMP volunteers feel safe, prepared, supported and competent in the fulfillment of their responsibilities.



SMP volunteers perform their duties in an objective, timely and conscientious manner. They at all times act in a knowledgeable manner, consistent with their training, and in conformity with the volunteer code of conduct and these policies. SMP volunteers are agents of the program. Volunteer presentation and performance reflect positively on the SMP, enhancing its integrity, reputation, and credibility.

3.107 Boundaries and ethics



All volunteer roles have responsibilities as well as limits to those responsibilities. The SMP clearly communicates both of these to volunteers through a range of mechanisms including, but not limited to, role descriptions, performance standards, orientation, training, on-the-job training, ongoing training, volunteer supervision and support, performance evaluation, and, as needed, corrective action.



Volunteers recognize and respect the limits of their skills and abilities, and the boundaries and limitations of their role. Boundary breaches can be a very serious matter and full compliance is expected.



If a volunteer is in doubt regarding the limitations of their role no action is taken until direction on the matter is received from the volunteer's supervisor, the coordinator of volunteers, or another authorized SMP representative.

SMP VOLUNTEER RISK AND PROGRAM MANAGEMENT

3.0 Volunteer Program Management, continued

3.108 Provision of service

- R Volunteers provide service in a responsible and objective fashion, without regard to the background or characteristics of beneficiaries.
- R Volunteers provide current and accurate information and seek additional assistance or information when in doubt or when specialized knowledge or expertise is required.
- R Volunteers do not recommend or endorse specific services, providers or products to beneficiaries. 

3.109 Representation of the SMP

- R Volunteers are agents of the SMP while functioning in their assigned volunteer roles. Volunteers are not spokespersons for the SMP in any formal sense.
- R Volunteers are authorized to act as representatives of the SMP only as clearly and specifically prescribed by their role descriptions and only to the extent of such written specifications. 
- R Volunteers do not represent themselves as spokespersons of the SMP. Nor do they say anything or act in any way that might obligate the SMP or be construed as a formal SMP role.
- R Prohibited actions in this regard include, but are not limited to: 
 - Public statements that might in any way be construed as originating from or representing the SMP
 - Statements to the press regarding anything pertaining to the SMP or the volunteer's service with the SMP
 - Lobbying efforts with other organizations, governments or other entities
 - Collaborations or joint initiatives not clearly authorized in advance by the SMP
 - Any agreements, undertakings or contractual obligations on behalf of the SMP

3.0 Volunteer Program Management, continued

3.110 Identification



SMP volunteers are provided identification that establishes their affiliation with SMP. This identification is the property of the SMP and is subject to penalty for improper or unauthorized use. Volunteers carry with them their SMP identification while engaged in the business of the SMP. Volunteers use the identification only when undertaking official and authorized SMP duties. The identification is returned to SMP in a timely manner when the volunteer's service to the SMP terminates, whether voluntarily or involuntarily.



3.111 Use of SMP affiliation



Volunteers may not use their affiliation with SMP in connection with partisan politics, religious matters, business dealings, or community issues. Volunteers do not sell, recommend, or endorse any specific insurance or medical product, agent, or company or promote religious or political beliefs, perspectives, or practice.



3.112 Confidentiality

As SMP personnel well know, identify theft, fraud, and scams of all sorts abound, and beneficiaries can be very trusting and vulnerable to exploitation and abuse. Confidentiality related to SMP service delivery is therefore a matter of highest importance. Even small breaches may cause harm to beneficiaries and/or to other persons and are subject to serious consequences up to and including dismissal.



Volunteers are responsible for maintaining the confidentiality of all proprietary or privileged information to which they are exposed while serving as a volunteer, whether this information involves a member of staff, a volunteer, a beneficiary or other person, or involves the overall business of the SMP.



Volunteers take all steps necessary to safeguard the confidentiality of all SMP and beneficiary related information and to prevent personal information of beneficiaries from falling into the possession unauthorized persons.



Volunteers use any information collected or obtained in their course of their SMP work only to assist the beneficiary or otherwise fulfill volunteer role responsibilities.

SMP VOLUNTEER RISK AND PROGRAM MANAGEMENT

3.0 Volunteer Program Management, continued

-  No information collected or obtained in the course of SMP work is disclosed other than when clearly approved by an authorized SMP representative.
-  Volunteers sign a confidentiality agreement and full compliance with the agreement is a condition of continued involvement in SMP volunteer service. There is zero tolerance for breaches of confidentiality in connection with work at the SMP. 

3.113 Dress code

-  As representatives of the SMP, volunteers, like staff, are responsible for presenting a good image to beneficiaries and to the community. Volunteers dress appropriately for the conditions and the nature of their volunteer duties, maintaining a high standard of personal appearance, hygiene, and grooming at all times.

3.114 Recording of volunteer time and activity

-  Individual volunteers accurately complete and submit all SMART FACTS and other required information on a timely basis. 

3.115 Absenteeism

-  Because their work is so vital to the achievement of the SMP mission, dependability is important among SMP volunteers. Volunteers are reliable and punctual. When expecting to be absent from a scheduled duty, volunteers inform their staff supervisor as far in advance as possible so that alternate arrangements may be made. Frequent absenteeism results in a review of the volunteer's work assignment or term of service.

3.116 Substitution

-  If a volunteer is unable to fulfill a role responsibility, the anticipated absence or shortcoming is reported with as much advance notice as possible to his or her immediate supervisor or the coordinator of volunteers, who ensures that a replacement is found or other suitable arrangements made.
-  It is neither the responsibility nor the right of volunteers to find or assign an alternate person to perform their work.

3.0 Volunteer Program Management, continued

3.117 Harassment

- R The SMP is committed to providing a safe and respectful work environment for all personnel and beneficiaries. No one has to put up with harassment for any reason, at any time. No one has the right to harass anyone else, at the SMP workplace or in any situation related to SMP programs and services. 

- R The SMP treats all complaints of harassment seriously, whether they are made informally or formally. Action is taken on all complaints to ensure that they are resolved quickly, confidentially, and fairly. Corrective action will be taken with anyone who has harassed a person or group of people. 

3.118 Definition of harassment

- i Harassment is any behavior that demeans, humiliates, or embarrasses a person and that a reasonable person should have known would be unwelcome. It includes actions (e.g. touching, pushing), comments (e.g. jokes, name-calling), or displays (e.g. posters, cartoons). It may be a single incident or continue over time. Harassment is also a breach of human rights on protected grounds such as race, religion, color, national origin, ancestry, mental or physical disability, medical condition, disability, political activity, marital status, sexual orientation, sex, or age.

- i Disrespectful behavior, also known as “personal” harassment, is prohibited at the SMP. While it also involves unwelcome behavior that demeans or embarrasses someone, the behavior is not based on one of the prohibited grounds named above.

- i Abuse of authority, also prohibited at the SMP, occurs when a person uses authority unreasonably to interfere with a person or their work. It includes humiliation, intimidation, threats, and coercion. It does not include normal managerial activities, such as counseling, performance evaluation, and discipline, as long as these are not being done in a discriminatory manner.

- R All SMP supervisors have a responsibility to stop harassment. Everything is done to stop it as soon as it is detected, whether or not a complaint has been made.

SMP VOLUNTEER RISK AND PROGRAM MANAGEMENT

3.0 Volunteer Program Management, continued

- R Appropriate corrective action and disciplinary measures are taken where harassment has occurred.
- R Volunteers report to their staff supervisor immediately if they are made to feel uncomfortable on the job through any behaviors or comments of beneficiaries, staff or other volunteers.



3.119 Drugs and alcohol

- R The SMP operates a work environment which is free of alcohol and drug use/abuse.
- R The possession or consumption of alcohol or illicit drugs, or the misuse of prescription or “over-the-counter” drugs is prohibited on SMP premises or work sites or in circumstances deemed by the SMP to present a serious risk to the interests of the SMP in terms of volunteer, paid staff, beneficiary or public safety, service quality, or the organization’s reputation. Volunteers do not use, possess, transfer, distribute, manufacture, or sell alcohol or any illegal drug while on SMP property, while on duty, or while operating a vehicle on duty or while driving to or from an SMP worksite.
- R Volunteers reporting for duty are expected to be able to perform assigned duties safely and acceptably without any limitations due to the use or after-effects of alcohol, illicit drugs, non-prescription drugs, or prescribed medications or any other substance. This is a zero tolerance policy. Non-compliance is grounds for immediate dismissal.
- R Volunteers taking legal medication, whether or not prescribed by a licensed medical practitioner, which affects or impairs judgment, coordination, or perception so as to adversely affect ability to perform work in a safe and productive manner, notifies their supervisor prior to engaging in SMP work.
- R The supervisor determines whether the volunteer can remain at work or whether work restrictions are required, which may include consultation with a medical professional and or the requirement of a medical certification of ability to perform volunteer work as assigned.

3.0 Volunteer Program Management, continued

3.120 Acceptance of gifts



The work of SMP volunteers often engenders gratitude among beneficiaries. It is understandable that some SMP clients and those who care for them wish to express their thankfulness through gifts to the people who have been so helpful. However, acceptance of personal gifts by SMP volunteers is prohibited to prevent, and prevent the perception of, exploitation of SMP beneficiaries and their families and caregivers and to protect both the reputation of the SMP and its volunteers from accusations of favoritism or personal gain.



SMP volunteers do not accept gifts from beneficiaries, their families, caregivers, or other representatives. Any such offerings are respectfully and tactfully declined, citing, as needed, this policy as the basis for their action.



For this policy, gift is broadly defined to include any payment, distribution, transfer, loan, advance, deposit, gift, or other rendering of money, property, services or anything else of value, whether tangible or intangible. Gifts include but are not limited to material goods, money in any form, valuables, jewelry, wedding gifts, tickets to sporting events and entertainment, and travel.

3.121 Acceptance of honoraria



SMP volunteers perform work functions (e.g., speeches, presentations, training, etc.) which may, from time to time, attract honoraria. It is not appropriate for SMP volunteers to benefit materially from their work duties. Honoraria are respectfully and tactfully declined, citing, as needed, this policy as the basis for their action.



Exempted from this policy are one-time speaker's gifts which can reasonably be regarded as small or token and where the nominal value received by any one person is under \$15.00.

3.122 Reimbursement of expenses



Volunteers may be eligible for reimbursement of reasonable expenses incurred while undertaking volunteer work for the SMP. The coordinator of volunteers distributes information to all volunteers regarding specific reimbursable items. Approval is received prior to any major expenditure.



SMP VOLUNTEER RISK AND PROGRAM MANAGEMENT

3.0 Volunteer Program Management, continued

3.123 Access to SMP property and materials

-  As appropriate, volunteers have access to property of the SMP and those materials and equipment necessary to fulfill their duties.
-  Volunteers receive training in the operation of any work-related equipment and have the same responsibilities as paid staff regarding the safe use and maintenance of SMP equipment and materials. 
-  SMP property and materials are used only when directly required for the volunteer task.

3.124 Relationships with beneficiaries

-  The beneficiaries that are served by the SMP can be isolated, lonely, and particularly vulnerable to abuse and exploitation. For this reason, it is important that SMP volunteers take great care in managing their relationships with beneficiaries they meet and serve through their involvement at the SMP. 
-  Volunteer relationships with beneficiaries have the same boundaries as those between paid staff and beneficiaries. It is appropriate to be friendly, courteous, and caring but it is not appropriate to become friends with beneficiaries, their family members, or others connected to the delivery of service. Friendships with beneficiaries can lead to unclear boundaries, inappropriate expectations, the appearance of favoritism or exploitation, and conflicts of interest. 
-  Invitations to SMP volunteers from beneficiaries to spend personal time together or to engage in other than SMP business are declined respectfully, citing, as needed, this policy as the basis for their action.
-  This policy applies throughout the duration of the delivery of service and for not less than twelve months following the termination of SMP service to the beneficiary.
-  Volunteers normally do not manage relatives' or friends' complex issues, complaints or referrals. If such a request is received by a volunteer from one of her or his relatives, friends, or close acquaintances, the volunteer reports this to the coordinator of volunteers, who may assign the case/inquiry to another volunteer or paid staff.

3.0 Volunteer Program Management, continued

-  Volunteers who identify needs of beneficiaries outside the boundaries of their own volunteer role (e.g., financial, health care, household assistance, transportation, etc.) bring these needs to the attention of the coordinator of volunteers for referral to appropriate community services.
-  Volunteers treat all beneficiaries with courtesy and respect. Volunteers respect the personal boundaries of beneficiaries and govern their physical behaviors accordingly. 

3.125 Financial transactions with clients

-  SMP volunteers do not enter into financial transactions with beneficiaries, their family members, or caregivers, either lending or borrowing in either direction. If clients are in immediate financial need, the coordinator of volunteers is notified and referral is made to appropriate community services.

3.126 Political issues

-  Volunteers do not engage in political activities, campaigning, or lobbying during volunteer hours. While on SMP duty, volunteers do not:
- Publicly express their personal opinions regarding political issues
 - Display or distribute political signs or materials either on their person or at work-sites
 - Solicit or accept contributions for political purposes during volunteer hours

3.127 Cultural sensitivity

The level of cultural awareness in SMP directly affects both the quality of work with individual beneficiaries and the effectiveness of SMP in working with communities.

-  Volunteers are trained in the norms of identified consumer groups/cultures. 
-  Volunteers demonstrate a respect for the cultures of beneficiaries with whom they work and are sensitive to consumers' beliefs, traditions, and lifestyles. 

3.0 Volunteer Program Management, continued

-  Because excellent communication is key to success in most SMP volunteer roles, volunteers are placed according to their ability to communicate effectively with beneficiaries and participants from diverse populations.
-  More in-depth specialized cultural sensitivity training may be provided to specialist volunteers who are designated to work with specific beneficiary populations.

3.128 Labor actions

-  Some SMP workplaces are unionized, and from time to time tension may arise in regard to labor relations. When a worksite is affected by a labor dispute, the coordinator of volunteers, in consultation with SMP management, determines whether it is appropriate for volunteers to continue their duties at the SMP worksite and/or in alternate settings.
-  Where it is determined that volunteers may continue their duties, no pressure or judgment is placed on volunteers who choose not to volunteer for the duration of the dispute.
-  When volunteers do stay involved during a labor dispute, they undertake only their regularly assigned duties and are not asked to, or of their own initiative, perform any additional duties.

Retention and Recognition

3.129 Recognition

-  The SMP has a system for recognizing and rewarding the work done by volunteers, both individually and collectively. 
-  This system, including criteria, timing, and process, is explained to all volunteers upon acceptance into service. 

3.0 Volunteer Program Management, continued



The recognition system is broadly constructed so as to allow recognition of all forms of volunteer contribution and achievement, not just the quantity of volunteer time donated.



Staff and volunteers are consulted to identify those deserving of any special recognition or awards.

3.130 Informal recognition



Paid staff and volunteers responsible for volunteer supervision provide recognition of volunteer service on a regular and frequent day-to-day basis.



Methods of informal recognition range from simple “thank yous” to a concerted effort to include volunteers as full participants in decision making and implementation of volunteer projects and activities.



3.131 Volunteer career paths



Volunteers are encouraged to develop their skills while serving with the SMP.



Upon request, volunteers are assisted, through promotion to new volunteer roles, to assume additional and greater responsibilities.



If so desired by the volunteer, the SMP assists the volunteer in maintaining appropriate records of volunteer experience that will assist the volunteer in future career opportunities, both paid and volunteer.



3.132 Feedback on results



Whenever possible, volunteers are provided feedback on the results of their work, including data on volunteer contributions that allow the SMP to meet its service goals.



See also: Volunteer supervision and support; performance evaluation

3.133 Paid staff recognition



Recognition systems reward paid staff who work effectively with volunteers, and the coordinator of volunteers consults with volunteers and paid staff supervisors to identify supervisory personnel deserving of special recognition and awards for successful efforts in support of volunteers.

3.0 Volunteer Program Management, continued

Volunteer/Paid Staff Relationships

3.134 Volunteer-paid staff relationships

 Volunteers and paid staff are partners in implementing the mission and programs of the SMP, with each having an equal but complementary role to play.

 Each partner understands and respects the needs and abilities of the other.

 See also: Labor relations

3.135 Identifying paid staff responsibility for volunteer management in role descriptions

The effectiveness of the volunteer program is dependent upon support and cooperation of every member of the paid staff.

 Paid staff who have responsibility for supervising volunteers have this responsibility clearly identified in their role description, including how such responsibility is to be evaluated in their own performance assessment. 

 When volunteers are supervised by more than one staff member, supervisors coordinate their efforts to provide uniform and consistent practices and procedures.

3.136 Filling paid staff roles that supervise volunteers

 Where a paid staff role includes responsibility for working with volunteers, previous experience in working with volunteers is a key consideration in hiring into that role. In addition, this responsibility is clearly identified in role announcements.

3.137 Paid staff participation in interviewing and placement

 Wherever possible, paid staff participate in the design and conduct of placement interviews of volunteers with whom they will work closely or supervise.

 Paid staff participate in the final assignment of new volunteers.

3.0 Volunteer Program Management, continued

3.138 Staff involvement in orientation and training



Paid staff play an active role in the design and delivery of both orientation and training of volunteers.



Staff who are in a supervisory capacity to volunteers have primary responsibility for design and delivery of on-the-job training to volunteers assigned to them.



3.139 Responsibilities of supervisors of volunteers



Staff who supervise volunteers provide oversight similar to that provided to paid employees.



Volunteer supervisors are responsible for day-to-day management and guidance of volunteers' work and are available to volunteers for consultation and assistance.



Supervisors exercise primary responsibility for developing suitable assignments for volunteers, for involving them in the communication flow of the SMP, and for providing feedback regarding their work.



Supervisors are familiar with the information and record keeping requirements of volunteer service and assist in maintaining complete and current volunteer records.



3.140 Status of supervisors



Paid staff who supervise volunteers are accorded the same status and privileges as those who supervise paid employees. This includes the ability to participate in training to improve their own supervisory and volunteer program management skills.

3.141 Acceptance of volunteers by staff



Since individual paid staff are in a better position to determine the requirements of their work and their own managerial abilities, volunteers are not assigned to work with a paid staff without the latter's consent.



Since volunteers are a valuable resource in the accomplishment of the SMP mission, paid staff are encouraged to develop creative ways in which volunteers might be of service to the SMP and to consult with the coordinator of volunteers if they need assistance or additional training.



3.0 Volunteer Program Management, continued

R Assignment of volunteers to individual paid staff or projects is at the discretion of the coordinator of volunteers.

3.142 Volunteer management training for members of staff

 An orientation to working with volunteers is provided to all paid staff at the SMP. 

 More in-depth in-service training on effective volunteer deployment is provided to paid staff who work closely with and/or directly supervise SMP volunteers. 

3.143 Volunteer involvement in staff evaluation

 Paid staff who work closely with or supervise volunteers have those functions assessed as part of their performance evaluation. 

 Volunteer input is invited into this process.

3.144 Evaluation of volunteer/paid staff teams

 Where volunteers and paid staff work together, individuals are evaluated on their own performance as well as on their ability to develop effective working relationships with other team members. 

4.0 Information Technology

4.1 Information procedures

R The SMP has in place an information management protocol that outlines procedures to control volunteer access to and use of beneficiary information and the safe operation of computers used to collect and store program and beneficiary information. 

R The protocol also specifies appropriate and inappropriate use of SMP computers by volunteers. 

R Volunteers are trained in this protocol, including data collection, entry, transport, protection, and disposal. 

4.2 Internet protocol

R The SMP has a protocol for use of the Internet covering email use and appropriate access to websites. 

R The SMP has in place a protocol and appropriate training for volunteers who use wireless devices to connect to the Internet while performing SMP work. 

R The SMP has a protocol and appropriate training for volunteers who make use of their personal computers while performing SMP work. 

4.3 Privacy

R Volunteers conduct interviews with beneficiaries that involve the discussion of confidential information only in venues that prevent others from overhearing or viewing the information under discussion.

4.4 Reporting stolen or lost consumer information

R No matter how diligent volunteers may be there remains a possibility that data will be misplaced or stolen. If this occurs, volunteers immediately notify their SMP supervisor so that appropriate notification can be made to affected beneficiaries and authorities and future safeguards are instituted as appropriate. 

4.5 SMP Reporting and Referral Software use (“SMART FACTS”)

R The SMP program uses a web-based software program called SMART FACTS for two primary purposes: 1) reporting SMP program outcomes to the federal government, and 2) referring complaints of suspected Medicare fraud, error, or abuse to the Centers for Medicare & Medicaid Services, whose representatives also use SMART FACTS. 

SMP VOLUNTEER RISK AND PROGRAM MANAGEMENT

4.0 Information Technology, continued

- R** All of the policies related to general computer and Internet use also apply to SMART FACTS use. The following additional policies apply to SMART FACTS use:
- R** Volunteers who use SMART FACTS are given their own SMART FACTS user account and do not share these with other SMP staff or volunteers. The process of providing a volunteer with a user account follows the procedures set forth by the SMP Resource Center, which acts as the SMART FACTS enterprise manager. 
- R** When any volunteer with a SMART FACTS user account leaves the SMP, their user account is disabled by that SMP's SMART FACTS site manager immediately.