

# Developing a SHOCAP Volunteerism Program

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## Developing A SHOCAP Volunteerism Program

The Office of Juvenile Justice and Delinquency Prevention (OJJDP) established the Serious Habitual Offender Comprehensive Action Program (SHOCAP) to help jurisdictions identify and appropriately respond to the serious juvenile habitual offender. SHOCAP is an interagency case management process in which police, prosecutors, schools, probation, corrections, and social services share information on juvenile offenders who repeatedly commit serious crimes. This interagency cooperation provides complete case management information resulting in more informed sentencing decisions.

This training course has been developed to prepare jurisdictions participating in the Serious Habitual Offender Comprehensive Action Program (SHOCAP) for volunteer augmentation. The SHOCAP volunteerism development process is performed in conjunction with SHOCAP implementation. The agency members that participate in SHOCAP broaden their focus to establish a program that provides volunteer augmentation to agencies requiring assistance. Reference is made throughout this manual to two specific SHOCAP roles, the SHOCAP Coordinator and the SHOCAP task force. In an effort to clarify these roles, they are defined as follows:

**SHOCAP Coordinator.** Individual responsible for managing the entire process in the jurisdiction which includes, but is not limited to establishing an interagency task force; planning task force agendas and meetings; assessing agency needs; requesting technical assistance; communicating to and from the task force on all related issues. Due to the management role of this position, it is recommended that, whenever possible, the SHOCAP coordinator become the volunteer program manager.

**SHOCAP Task Force.** Consists of one or more staff members from each agency involved in the program. These individuals act as a liaison between the coordinator and their own agencies and meet to: discuss progress and needs; receive and provide updates regarding juveniles; discuss case management issues; share information and close service gaps.

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**This program training manual has been developed specifically for SHOCAP site coordinators who are interested in initiating a SHOCAP volunteerism program in their jurisdiction. Most of the material contained in this manual, however, represents general procedural steps recommended by the American Association of Retired Persons as a model for implementing volunteer augmentation in law enforcement agencies.**

**Each chapter of the manual discusses an aspect of effective volunteerism program development. Within each chapter is a general discussion of the rationale for the procedure and an outline of the steps that should be taken to implement the procedure. The outlines are specifically tailored to the needs of the SHOCAP volunteer program manager and contain space for participants to take notes.**

**This training manual can be utilized as:**

- a supplement for classroom training**
- a trainers guide for conducting training courses**
- a source document for the program manager once training is completed**
- a guide for staff study for developing a volunteer program.**

**The SHOCAP volunteerism program is being pilot tested at the SHOCAP site in Prince William County, Virginia. The Prince William County Police Department initiated the program in June 1988 with commitment from SHOCAP executives and the development of policies and procedures and job descriptions. As of June 1989, the County has nine volunteers working in the SHOCAP agencies. The Chief of Police recently sponsored a luncheon for all county volunteers and their spouses.**

## **Course Objectives**

**By the end of this 2 and 1/2 day training session, each participant will:**

- 1. Identify and discuss the advantages, attitudes, and issues related to implementing a volunteerism program.**
- 2. Assess the need for a volunteerism program and identify the multi-agency assessment procedures that must be followed in initiating one.**
- 3. Identify the steps to take in obtaining executive level support for the program.**
- 4. Identify and be able to follow recruitment, selection, and placement procedures.**
- 5. Identify factors necessary for management of a volunteerism program.**
- 6. Establish a plan for implementing a volunteerism program in his/her jurisdiction.**

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# Introduction

## Introduction

### **AARP's Background in Volunteerism**

**Early in the 1970's, the American Association of Retired Persons Criminal Justice Services Section began conducting training seminars to assist law enforcement agencies in developing or expanding their volunteer programs. Emphasis was directed to programs in which volunteers served in support roles within the agency. Although volunteers of all ages were considered, the potential contributions of older or retired persons were emphasized.**

**The concept of volunteers providing support to local government developed, in part, from the following:**

- Tax-supported resources tend not to keep pace with demands for community/police services.**
- Volunteers can assist in the delivery of worthwhile discretionary services that are rarely budgeted.**
- Older volunteers have demonstrated their effectiveness and value.**

**Increasing numbers of agencies are showing strong commitments to volunteer programs in crime prevention and other criminal justice community service activities. According to a national survey conducted in 1979 by the National Council on Crime and Delinquency, an estimated 500,000 to 750,000 volunteers are active in approximately 5,000 criminal justice programs.**

**The Independent Sector hired the Gallup organization to conduct similar surveys in 1981 and 1985. These studies validate the 500,000 figure, as does the Criminal Justice Services' 1983 study by a doctoral student.**

## Group Discussion Questionnaire

### Attitudes and Issues Related to Volunteers

For each of the following statements related to using volunteers, decide your thought or opinion based on the rating choices and write the number 1, 2, 3, or 4 in the space provided. Be prepared to discuss why you responded the way you did.

1 = strongly agree

2 = partially agree (more agree than disagree)

3 = partially disagree (more disagree than agree)

4 = strongly disagree

1. \_\_\_ Realistically, volunteers can perform only simple support tasks in an organization.
2. \_\_\_ Once chief executives have accepted a volunteerism program, their role in the process is over.
3. \_\_\_ Potential legal liability situations that may arise in a volunteer program are too risky for the department to bear.
4. \_\_\_ The most efficient volunteer program is one which recruits a large number of volunteers that start work immediately.
5. \_\_\_ Using volunteers is a cost-free endeavor.
6. \_\_\_ Expecting volunteers to work competently and subsequently evaluating their performance is a sure way to lose your volunteers.
7. \_\_\_ Civilian volunteers should not be given access to sensitive information that they are likely to come across.
8. \_\_\_ Volunteers are automatically accepted by paid staff due to the assistance volunteers provide to them.

## Advantages of a Volunteerism Program

Properly implemented, program for older/retired volunteers constitutes a cost-effective approach for assisting with the management of SHOCAP. The entire agency can be directly affected by a program involving older or retired persons. Some of the potential advantages are:

- Assisting all staff in meeting departmental SHOCAP goals
- Freeing paid staff to conduct professional tasks for which they have been trained
- Enhancing of service delivery and products
- Allowing for more timely processing of information
- Enhancing public image of the department by augmenting juvenile offender programs with volunteers
- Increasing community support.

# Chapter I

## Assessing the Need for a Volunteer Program

## Chapter I

### **Assessing the Need for a Volunteerism Program**

**One of the first tasks of the SHOCAP coordinator seeking to initiate a volunteerism program is to obtain acceptance of the program, both from his/her own department and from the other SHOCAP agencies. This can be accomplished by:**

- briefing task force members on the issue and soliciting their involvement and commitment**
- assessing the attitude of each agency toward volunteerism**
- obtaining executive commitment and support**
- addressing concerns of employees directly affected by the program**
- involving paid employees in the selection and management of volunteers they will be supervising**

**An agency may have a group of volunteers serving as auxiliaries, student interns, special court-appointed child advocates, or neighborhood watch committees. An agency may also be committed to the idea of commencing a volunteerism program but lack the resources or training.**

**Members of unions, police associations, legal departments, and workmen's compensation departments should be alerted and if need be, convinced of the involvement of older persons in the agency. Concerns about confidentiality and legal liability should be allayed through an understanding of volunteer program procedures. Staff should be informed that volunteers' backgrounds will be thoroughly investigated (as they are for paid employees) and that volunteers are not meant to replace paid personnel.**

**The benefits of volunteer services should be clear to all paid staff. Staff members should be invited to participate in program development, job identification, recruitment, selection, and evaluation.**

**A. The SHOCAP coordinator should contact task force members to determine whether volunteerism programs already exist. If some agencies have volunteers, find out:**

1. How the program began
  - a. who initiated the program
  - b. what needs existed that precipitated program development
2. Sources for volunteers in jurisdiction.  
Consider:
  - a. senior centers
  - b. county/city programs
  - c. colleges (interns)
  - d. others
3. What issues/problems have been encountered and/or overcome
  - a. training
  - b. retention
  - c. evaluation
4. What positions are currently available
  - a. vacancies that this program could assist in filling
  - b. learn which positions were easily filled
5. Policies and procedures that exist in reference to:
  - a. selection
  - b. training
  - c. evaluation
  - d. scheduling

**B. If volunteer programs once existed, interview agency heads to determine why the programs are not operating now.**

1. Assess acceptance of volunteer programs
  - a. ask about paid employees' feelings toward volunteers to determine if negative attitudes exist from previous experience
  - b. ask what types of tasks volunteers were performing
  - c. determine whether the immediate supervisor was involved in the volunteer selection process
2. Determine what specifically caused the program to be terminated
  - a. initial need(s) were met
  - b. program or grant completed
  - c. political pressures eased
  - d. change of administration
  - e. management issues
  - f. disenchantment of the volunteers

**C. SHOCAP coordinator should conduct a SHOCAP task force meeting to discuss volunteerism**

1. Discuss program implementation procedures
2. Discuss advantages of the program
3. Determine which agencies have an interest and need for volunteers
4. Arrange an executive-level meeting with task force members and their chief executives to explain the program and secure support.

## Chapter II

# Obtaining Executive- Level Support

## Chapter II

### **Obtaining Executive-Level Support**

**The most important factor in developing and maintaining a SHOCAP volunteer program is the demonstrated and consistent commitment of the chief executive officers of all the agencies. Some volunteer programs have been successful despite the lack of full executive commitment, but the programs' potential has not always been achieved.**

**Executives demonstrate their commitment to consider and initiate a volunteer program by:**

- keeping an open mind to suggestions for volunteer augmentation.**
- allowing staff to research volunteer program feasibility, concepts, and roles for volunteers.**
- following words and intentions with deeds such as giving approval to proceed with the task of defining specific roles for volunteers and subsequent approval for volunteer job descriptions, office/parking spaces for volunteers, and provision for supervision of the program.**

**Executives demonstrate their commitment to a functioning volunteer program by:**

- meeting personally with each volunteer when he/she is hired, or if the numbers of volunteers won't allow this, attending the orientation meeting.**
- continuing allocations of sufficient resources.**
- supporting the program in the face of difficulties (costs, liability issues, etc.).**
- demonstrating continuing support of volunteers by publicizing the program through public appearances, speeches, citizens' meetings, news/journal/magazine articles.**

- **visiting volunteers at their work sites.**
- **supporting recognition programs for volunteer service and special accomplishments.**
- **encouraging program expansion.**
- **permitting occasional volunteer attendance at staff meetings, when appropriate.**
- **holding volunteers to clearly defined and reasonable work standards.**
- **treating volunteers as integral and valued members of the organization.**

**Executives might believe certain problems are associated with volunteer programs. Coordinators should be prepared to discuss the following with the executive:**

- **Control and discipline. This has not been a problem in most programs. Older volunteers have proven to be motivated, mature, capable, and trustworthy. Most control problems can be avoided with thorough screening and training, proper supervision, incentives, recognition, and willingness to apply realistic work standards.**
- **Turnover problems. This is a continual problem when college students are hired as volunteers. When older persons are hired, it is not a problem. They will stay.**
- **other problems are those of liability, costs, union resistance, and integration into the organization. The SHOCAP coordinator should offer to bring the issue of volunteer liability to the attention of the legal staff for consideration. Let the executives know that you will be contacting the union or association to get its support early in the program.**

**A. SHOCAP Coordinator should:**

1. Have task force members inform top administrators of volunteerism meeting
  - a. These should be the same individuals who signed SHOCAP interagency agreement.
2. Personally invite each administrator to the meeting and be prepared to answer questions.
3. Conduct the executive meeting
  - a. explain all procedures and policy issues related to volunteerism
  - b. come prepared with information about successful programs around the country.
  - c. enlist the assistance/cooperation of PAS, AARP Criminal Justice Services, or other agency executives where volunteerism has been successful.
  - d. advise them of important "next steps" in the program so they know what to expect.
  - e. Be sure you have identified a specific role for them to play in the program before the meeting and ask for their cooperation.
  - f. Be clear about the importance of their role in active recruitment of volunteers through press conferences, public meetings and community functions.

# Chapter III

## Organizing the Program

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### **Organizing the Program**

**Organizing for volunteer augmentation requires specific activities that will ensure the development of a viable program. These activities include: choosing a program manager, conducting a task analysis and job description interviews, preparing labor unions, and assessing liability and confidentiality issues.**

#### Choosing the SHOCAP Volunteer Program Manager

**One of the most important decisions in any program involves the selection of the individual who will have primary responsibility for program implementation and management. Often the success of the program will depend on this person's credibility, motivation, and skills. This person will be responsible for molding the program's image through recruitment, selection of volunteers, and program management. This individual should be objective, articulate, and approachable.**

**The SHOCAP volunteer program manager should be either the SHOCAP coordinator or a designee who is active in the SHOCAP process, interested in volunteerism, and in a position to work closely with the coordinator. Once volunteers are hired, often the SHOCAP volunteer coordinator will assign coordination responsibilities to a competent volunteer who is subsequently trained in the SHOCAP process. However, the program manager remains the supervisor who works closely with the volunteer coordinator.**

## **I. The volunteer program manager must be prepared to develop policy and operational guidelines.**

**Notes**

### **A. Policy Guidelines**

1. establish policy regarding lines of authority, areas of responsibility, and procedures of accountability for all levels of staff. Insure support from executive, administrative, mid-management, and line staff for volunteer services.
2. develop/modify policy for all staff pertaining to confidentiality of records and client contacts
3. establish a policy for training all paid staff regarding volunteer services and staff
4. secure funds and support for volunteer services
5. incorporate volunteer services in the organizations new employee training program.
6. develop policy concerning insurance and liability issues for volunteer staff
7. involve unions/associations early in the program process

### **B. Operational Guidelines**

1. develop a process whereby paid staff participate in the development of job descriptions, role expectations, and volunteer selection.
2. use recruitment strategies designed to attract a cross-section of the community.
3. develop a screening and interviewing process and policy for selection of prospective volunteers.
4. coordinate the design and delivery of orientation and training so volunteer staff are prepared to perform their jobs.
5. develop a system for the effective supervision and performance evaluation of volunteers.
6. Ensure that volunteer staff have opportunities for professional and personal development.

## Conducting Task Analysis for Volunteer Positions

By now, the SHOCAP task force has perceived a need for volunteerism, the agency executives have agreed to support the program, and a SHOCAP volunteer program manager has been chosen. At this point, no decision has been made to proceed. Department managers and personnel should understand that a volunteer program is being considered. Decisions first have to be made concerning the specific needs of the agencies. The next important step is to determine the specific task or job needs that actually exist in each agency. Task force and staff support from each agency is essential to the process.

In your next SHOCAP task force meeting, discuss what positions volunteers could fill in each agency. Your task force members should be able to identify tasks currently performed by paid staff that could be done by senior volunteers. Task force members should also identify specific tasks that emerged during the implementation of SHOCAP that could be assumed by senior volunteers.

The task analysis is a means of determining specific components or tasks of a job to identify the employees' actual work activities. These tasks should result in job-related output. If an employee is spending time on tasks that are not directly related to job expectations, the employee is probably frustrated with his/her inability to get the real job done. An effective task analysis can assist in creating job descriptions for volunteers that increase productivity and services and allow agencies to meet their SHOCAP program goals. The task analysis should:

- group tasks into similar levels of responsibility or related functions.
- define jobs for volunteers from these groups.
- rank order the jobs by degree of responsibility and priority.
- develop jobs at several different skill levels. Don't place all menial jobs into an automatic volunteer status.
- identify only a few volunteer jobs at first. Start small, then expand on success.

**I. Identify the positions in each SHOCAP agency where the job goals are most critical to program success.**

**Notes**

**A. ask task force members to identify where delays and backlogs of work exist in the jobs performed at their agency.**

1. Staff can develop a list of these jobs.
2. These jobs may or may not be SHOCAP related.

**B. have task force members arrange meetings for you with individuals who hold these positions**

1. make sure the staff know why you are meeting with them.
2. explain that you will be sending the draft job descriptions back to them for review and amendment before they will be utilized in recruiting.
3. have each staff member divide his/her job specific tasks
4. from this list, the staff member constructs a list of tasks that meet three standards: (See Task Analysis Worksheet, next page.)
  - a. tasks that they cannot do properly due to a variety of constraints (time, personnel)
  - b. tasks that can be performed by older volunteers
  - c. tasks that they are willing to delegate to volunteers
5. Utilize the job description form (discussed in the next section) to tailor your interview with the staff to get information about qualifications for the job, time requirements, scope of the work, etc.
6. Utilize the completed task list to develop specific jobs (roles) for volunteers.

## Task Analysis Worksheet

Use this worksheet to determine which jobs in an agency are suitable for volunteers.

1. Identify job(s) where delays and backlogs exist.

2. From above, identify the following:

Job Title	Tasks staff lack time to do	Tasks that can be done by volunteers	Willing to delegate?

3. If there are tasks that can be done by volunteers and staff are willing to delegate responsibility, the next step is to conduct interviews to develop job descriptions from this list.

## Job Descriptions

Based on the completed task analysis conducted in each SHOCAP agency, a list of tasks or jobs. This list will be expanded into written job descriptions have been established.

The job description should provide all the information an agency needs to define the duties that volunteers are to perform, the conditions under which they will work, qualifications for the position, and supervisory mechanisms. The job descriptions should clearly describe the scope of volunteer positions.

Written job descriptions offer several advantages. They:

- clarify the volunteers' idea of what the job entails
- identify qualifications for recruiting volunteers who are capable of doing the job.
- assist paid staff in understanding the volunteer's role.
- provide a basis for evaluating job performance.

Position descriptions should be prepared before recruiting volunteers. While writing these is not easy, the process will help to define precise jobs for volunteers and the supervisory and physical environment in which they will work.

The format of position descriptions will vary to suit each agency's needs; however, the descriptors should contain the following:

- administration information. Include job title, unit/section of assignment, time required (hours per week), and location.
- major responsibilities. List in order of priority. Include specifics whenever possible such as accounting for equipment, reviewing reports, typing words per minute. Do not include requirements that apply to all positions such as ability to follow instructions.

- **qualifications/skills required.** List preferences for certain knowledge, skills, and abilities such as word processing experience, typing speed, or knowledge of the community. Do not rely on ~~on~~ formal education. Look for ability and motivation.
- **agency relationships.** Include scope of authority of the volunteer, the supervisory structure over the volunteer, and any other relationships pertinent to the job, such as other staff elements or agencies with whom the volunteer must routinely work.
- **Duration of assignment.** Some positions may be considered as necessary for an indefinite period. In some situations, managers may choose to reappoint volunteers, for example, on an annual basis.
- **Volunteer Program Manager's Name and Work Phone Number.**
- **Other information may be included such as the evaluation process, availability of budget support, facilities and equipment to be provided and descriptions of the agency's mission and functions.**
- **Use position descriptions as a recruiting tool and during interviews.** Be certain that volunteer applicants understand what will be expected of them in the position.
- **Use position descriptions as an evaluation tool.** Base evaluations of performance upon requirements in the position description. Do this for all volunteers to assure their equal treatment.
- **As volunteer programs mature and evolve, some position descriptions will need modification.** Accomplish this as necessary and include incumbent volunteers in the process.

Once the SHOCAP volunteer manager has met with staff from each SHOCAP agency, the job descriptions can be drafted from the information received in these interviews.

**A. Take information from your meetings and draft the job descriptions using the suggested format. (See blank job description form, next page.)**

1. try to design the jobs precisely as the staff member described them.
2. Do not place emphasis on education in the qualification section-- emphasize basic abilities necessary and related experience.

**B. When job descriptions are completed, send them back to the staff members and supervisors of the units interviewed. Request that they make amendments to the job descriptions and return them by a specific deadline date.**

1. It may be necessary to follow up with a phone call if changes are not received.
2. DO NOT ASSUME that just because amendments have not been received, everything is all right with them. The staff and supervisors of these agencies must have some "ownership" of the job descriptions or they will not endorse the program.
3. Try to obtain written approval from each agency for the job descriptions before they are used.

**JOB DESCRIPTION WORKSHEET**

**JOB TITLE**

**UNIT**

**LOCATION**

**JOB OBJECTIVES**

**MAJOR RESPONSIBILITIES**

**QUALIFICATIONS**

**RESPONSIBLE TO:**

**DAY AND TIME REQUIRED**

**DURATION**

**VOLUNTEER PROGRAM MANAGER'S NAME**

## Preparing Unions and Labor Associations

Prospects for understanding and acceptance by union or association officials are greater with discussion and agreement reached before a volunteer program is implemented.

Barriers to agreement with unions and associations can usually be avoided if discussions:

- present an honest and comprehensive account of the planned program.
- involve union or association officials and members early in the process. Each manager must decide on a specific course of action based on individual relationships with unions. In all situations, however, early planning and involvement are essential before initiation of volunteer activity.
- consider both sworn and non-sworn staff. All those whose positions or duties will be impacted must be included in the planning process.
- are forthright and complete.
- sincerely seek agreement.
- reflect community enthusiasm.
- suggest benefits to the union/organization. Consider the public relations benefit that could reflect on a union decision to assist in increasing the law enforcement agencies' capabilities without a substantial increase in costs to the community.

The following outlines some questions union officials/members or other paid staff may initially raise when a volunteer program is suggested.

**Q:** Will volunteers eliminate paid positions and inhibit promotions?

**A:** Many volunteers are retired persons who do not want full-time work.

Many volunteers are motivated by factors other than paid employment. These include the opportunity for learning, development of talents, the satisfaction of contributing to society and the opportunity provided for

**socialization.**

**Volunteers seeking full-time employment would be required to compete with all others for available paid positions.**

**Q: Will volunteers interfere with sworn personnel?**

**A: The majority of volunteer assignments are to positions that support the paid staff. They may do the paperwork, filing, collating, data collection and input, and other tasks which paid staff do not have the time or resources to do.**

**After working with volunteers, most staff accept them and request additional volunteers.**

**Volunteer programs can be designed to place volunteers into trial positions agreed to by the paid staff.**

**Q: Will volunteers eliminate preferred assignments?**

**A: Volunteers primarily work in support roles which then free paid staff for the tasks related most closely to their specialized training.**

**The availability of volunteers can create opportunities for expanded staff services. New assignments for paid staff could be developed.**

**Q: Will volunteers reduce availability of overtime pay and other fringe benefits?**

**A: Volunteer programs provide additional resources at very minimal cost.**

**Additional services of volunteers could potentially free overtime funds by allowing their transfer for administrative support to operations.**

**NOTE: *People who are not kept informed will reach conclusions on their own. These are usually erroneous and greatly exaggerate the problem.***

## Liability and Insurance Issues

It is always best to consider the issue of legal liability during the early planning stages of a volunteer program. Those in decision-making positions will require that the liability issues be resolved before committing the agency to accepting volunteers.

Liability considerations are manageable and should not constitute a barrier to volunteer augmentation of an agency.

Several kinds of liability actions can arise in conjunction with a volunteer program. However, these are essentially the same liability issues involving paid employees. Liability issues revolve around three basic actions:

- Claims against the agency or appropriate city/county state government alleging that the volunteer caused loss or injury.
- Claims against the agency and the volunteer alleging loss or injury caused by the volunteer.
- Claims against the agency by the volunteer because of loss or an injury suffered by the volunteer in the course of his work for the agency.

All government agencies have some type of insurance coverage either through an insurance company or by means of "self-insurance" to protect themselves and their employees in event of actions by parties who claim to have been injured and to compensate their workers for job-related injuries.

The agencies' legal counsel can advise if volunteers would be covered under existing liability insurance and worker's compensation policies or if additional coverage or policy amendments are needed. Always work closely with legal counsel in this regard.

Sometimes coverage for volunteers can be provided by defining them as employees or agents of the organization or even making them "paid" employees by paying them a small sum such as a dollar a year.

Volunteers included in any form of liability/compensation coverage must be screened (background checks), trained, and supervised to standards that would satisfy the requirements of worker's compensation and other policies already in effect for the agencies' other employees.

**Other areas of discussion could include:**

- **Identification of how other organizations with volunteers, manage legal liability issues.**
- **Review of the agencies' existing liability procedures and policies.**
- **Development of recommendations for coverage of the agency and its volunteers.**

**The best defense against civil litigation is to avoid it in the first place.**

- **This can be accomplished by limiting vulnerability through screening, training, and supervision of volunteers as well as regular staff.**
- **Essential to this also are properly written job descriptions to ensure that volunteers are trained and work in clearly defined areas, are properly supervised under a system clearly understood by all involved, and work in an environment conducive to safety and good work habits. Note that these are essentially the same considerations that would apply to paid staff, reserves and auxiliaries.**
- **The significant advantages of older volunteers who have been properly screened are that most have good judgment, are cautious and careful with equipment, and are aware of their capabilities. Many have proven their ability in responsible and sensitive positions during their working careers. Liability concerns, and associated cautions governing their work for the agency, will be topics familiar to them.**

**Recommendations:**

1. **Check county resources. Recruit through United Way and they will insure volunteers.**
2. **Explore the option of adding coverage to current insurance policy.**

- 3. Check into self-insurance of jurisdiction, or waiver by state government.**
- 4. Volunteer self-insurance. They must show proof that they already are covered by an insurance policy (medical).**
- 5. Others can insure. (e.g. RSVP)**

### Confidentiality

**Confidentiality issues are major concerns of criminal justice executives-- even those whose organizations are not augmented by volunteers. Some of the jobs most suitable for volunteers will require their access to confidential or privileged information. Executives require that confidentiality issues be addressed in any plan for developing a volunteer program.**

**All county/city criminal justice agencies have procedures in place for managing issues of confidentiality. These include screening, training, supervision, and disciplinary measures for personnel and administrative management/physical control of such information. It is not unreasonable to apply these same processes and standards to volunteers.**

**It is important to note that many older volunteers have dealt directly with confidentiality issues during their earlier careers. Some may have supervised others or developed and implemented policies to control access to certain types of information. Although not all of these experiences may have involved police work (for example, experience with industrial processes and technologies or classified military information), employee trust and the need to follow certain procedures are essentially the same for all organizations where confidential matters are involved.**

**A. Require the same procedures as are followed by paid staff.**

**B. Discuss confidentiality requirements during interviews if projected activities require access to confidential material.**

1. Determine the applicant's understanding, attitude, and experience regarding this subject.
2. Be aware that the maturity of older volunteers and their work experiences equip many of them to understand the necessity of following policies to maintain the confidentiality of information.

**C. Provide the same instructions and training to volunteers as that given to the paid staff.**

1. Identify to volunteers the specific items that require confidential handling and clearly explain all applicable procedures and safeguards.
2. Inform volunteers, in an instructive but non-threatening manner, of past infractions by others and the manner in which they were processed.
3. Consider having volunteers sign a statement of understanding regarding sensitive information.

**D. Assign tasks involving access to confidential materials to volunteers who demonstrate their loyalty, judgment, and dependability.**

**E. Consistently follow all procedures designed to ensure the integrity of confidential information. Volunteers handling such information should conform to the same standards and processes as paid staff.**

## Chapter IV

# Volunteer Recruitment, Selection & Placement

## Chapter IV

### **Recruitment, Selection, and Placement**

#### Develop a Recruiting Plan

In almost every community, there is a large population of older or retired persons. The program manager will want to identify the best sources of older volunteers and how to gain access to them. Before active recruitment, screening procedures should be established to guide the selection process. Materials should be compiled to educate potential candidates about the agency's mission and goals. Examples of recruitment literature might be:

- an annual report from the agency
- a general fact sheet describing the agency's programs, administrators, and accomplishments
- job descriptions for volunteers, giving specifics about the job and service hours desired
- volunteer application form

In addition to specifics concerning the position, the recruiting message could include appeals to the reasons people volunteer such as: service to the community, the opportunity for new experiences, involvement with law enforcement, a meaningful challenge, or preparation for re-entry into the work force. We have found volunteers to be particularly interested in SHOCAP and the juvenile criminal issues.

The recruiting process should include assistance from the chief agency executives. These individuals can discuss recruitment in community speeches, press conferences, and public forums.

Recruiting can be accomplished on an individual or group basis. Task force staff may recruit through family and friends and make presentations to community organizations and agencies likely to have qualified, interested members. Recruiting efforts should be focused, not vague. Specify the skills sought. Vague appeals may produce many people who will not meet the agency's needs, and much time will be consumed screening out applicants.

**It might be helpful to develop a list of potential resource agencies in your jurisdiction. Consider contacting the following:**

- **service clubs such as the Jaycees, Rotary, Lions, Federation of Women's Clubs, VFW posts, Kiwanis, and the American Legion.**
- **professional groups such as associations of retired police, retired officers' and noncommissioned officers' associations, and the Service Corps of Retired Executives (SCORE).**
- **local and state governments. These often have volunteer agencies, such as the Council on Aging, Area Agencies on Aging, or the Retired Senior Volunteer Program (RSVP), whose members work with and assist various organizations within the governments.**
- **community and church groups such as local AARP chapters and Retired Teachers Associations.**
- **hobby or activity clubs whose activities relate to the positions to be filled.**
- **educational institutions. Consider criminal justice programs at colleges and community colleges.**
- **the media and the press. Consider getting publicity and support through the newspaper, radio and TV.**

**Recruiting efforts take time. Program developers might consider first recruiting a volunteer or volunteers to develop a recruiting program and maintain personnel levels after the initial effort.**

## **I. Recruitment and Screening Procedures**

**Notes**

- A. Be sure that all task force members and chief executives are aware of the recruiting initiative and contact person for potential candidates.**
  
- B. Recruiting should be done for all agency positions by the SHOCAP volunteer program manager or designee.**
  
- C. Enlist the direct assistance of all agency chief executives.**
  
- D. Before recruitment program begins, complete all necessary policies, screening procedures, and job descriptions.**
  
- E. Be prepared to tailor the skills, interests, and availability of the volunteer to the job.**
  
- F. Remain selective about applicants so the program begins with reliable, well-placed volunteers. This will give credibility to your program from the start.**

## Interviewing Volunteers

Once volunteers have expressed an interest in working for one of the SHOCAP agencies, a pre-screening interview should be conducted by the volunteerism program manager. It is recommended that this interview be conducted in person.

### **A. Preparation for the Interview**

1. Set aside sufficient time to avoid interruptions, usually about a half-hour.
2. Locate a comfortable setting. Consider the noise level, lighting, and furniture.

### **B. Conducting the Pre-screening Interview**

1. Establish rapport with the interviewee. The process is not an interrogation, but certain information must be obtained.
2. Begin with appropriate introductions and explain agency mission, provide a brief introduction to SHOCAP and explain why the department needs volunteers.
3. Give interested person a copy of the application form and the job description.
4. Explain screening procedures i.e. background checks, confidentiality issues for specific jobs, and if appropriate for the job, explain polygraph requirements, if any.
5. Explain program policy related to training, transportation, parking, workmen's compensation, evaluation, and supervisory policies.
6. Provide opportunity for applicant to ask questions
7. Explain the agency's expectations of volunteers.
8. ask questions that will give the volunteer an opportunity to express himself/herself. Focus initially on the volunteer's previous jobs, interests, skills, and current availability.
9. Consider modifying job descriptions to accommodate talents of the candidate, capitalizing on the uniqueness of each individual.
10. Ask the volunteer to fill out the application

11. The interviewer should ask questions and provide comments reflecting his/her knowledge of information provided in the volunteer's application.
12. Review the volunteer's application and descriptions of position open to volunteers. Tentatively identify any matches between volunteer skills/ interests and agency needs.
13. Volunteers who are unsuited for any available positions should be thanked for applying and informed that their services will not be needed. If possible, attempt to locate volunteer positions in other SHOCAP agencies for which the volunteer may be suited. Send the volunteer a letter thanking them for their interest in the program.
14. Arrange appointment for applicant to be interviewed by potential supervisor and other paid staff.
15. Once volunteer is approved by supervisor, arrange appointment with applicant investigator
  - a. the SHOCAP police department(s) can do background checks for applicants filling positions in any of the other agencies.
  - b. the SHOCAP volunteer program manager or designee should make these arrangements.
16. When volunteer is approved, an appointment should then be set up for the initial training session.

## Training Volunteers

Training is an ideal motivational tool. It provides the opportunity for the agency to demonstrate its interest in the volunteer and its organizational skills and professionalism and to "sell" its programs and philosophy to the volunteer.

- Consider developing a volunteer training program that includes generalized training that could be given to all volunteers, and job specific training that is tailored to individual volunteer and agency needs. Include issues related to their role in implementing the SHOCAP program.
- General orientation. Volunteers can perform their jobs better if they understand how the agency is organized and carries out its assigned functions. This "big picture" perspective can be accomplished in a few hours. It can include meetings with supervisors and perhaps the chief executive, explanations as to how the functions the volunteer will perform tie in with and support the agency, and a tour of the facility.
- Pre-service training. This will usually be conducted in the office where the volunteer will work. It is based on the job the volunteer will perform and the volunteer's skills and experience. Supervisors and volunteers can develop a training plan to phase the volunteer into the job by observing and working with others, reading background material, and learning applicable policies and procedures. In some agencies, experienced volunteers train new volunteers.
- Volunteers who have received the above training and are performing their assignments successfully should be given additional training opportunities.
  - attend meetings of paid staff.
  - attend training provided to paid staff.

**□ provided an opportunity to attend selected educational programs related to their duties.**

- Volunteers who are not performing well in their assignments should be considered for either additional training, transfer to other duties or dismissal from the program.**
- Periodic review training may offer the opportunity for improvement in the volunteer's knowledge and job performance. Focus will usually be toward resolving problems on the job, sharing of work experiences and solutions, and exploration of better ways to do the job.**

## Organizational Placement

The organizational structure of a volunteer program will depend upon considerations unique to each agency. However, the SHOCAP volunteer program. Many volunteer programs begin as small-scale experimental efforts, then expand in terms of numbers of volunteers and functions.

New programs may have only one function in each SHOCAP agency or may not be necessary in all the SHOCAP agencies. For example, law enforcement requires assistance in crime analysis. In this situation, all volunteers will usually be assigned to the crime analysis unit.

When programs expand and volunteers are recruited for several different functions, agencies sometimes establish a volunteer office or unit whose primary function is the administrative processing and accountability for volunteers. This unit would come directly under the supervision of the SHOCAP coordinator.

When making decisions regarding how volunteer programs are organized and incorporated into the agency structure, consider the following:

- Acceptance/resistance to volunteers in certain units of the agency (among supervisors or among other staff).
- Physical factors such as volunteer assignments to sections located in remote areas or isolated buildings.
- External acceptance - unions, etc.
- Budgetary impacts.
- Lines of command. It must be clearly decided whom volunteers will report to, who will supervise them, and who will be held responsible to resolve problem areas. Clearly define:

- **the scope of authority granted to volunteers placed in positions of authority over other volunteers.**
- **the scope of authority of paid staff who supervise volunteers.**
- **the functions of the volunteer office in relation to the operational units to which [processed] volunteers are assigned for performance of specific duties.**
- **the staff element or unit that is responsible for each aspect of volunteer processing, i.e., recruiting, screening, placement, training, supervision, awards/discipline, transfer, and dismissal. Several units could be involved.**

**An organizational structure for volunteers should only be established after needs have been established.**

- **Don't attempt to "force" volunteers on a staff element where they are not welcome. If executives are committed, "force" may be indicated.**
- **A top-heavy bureaucracy for volunteers, early in the program, will fuel arguments against using volunteers.**
- **Properly screened, trained and motivated volunteers will prove their value over time, and support structure can be developed as the volunteer program expands.**

# Chapter V

## Program Management

## Chapter V

### **Program Management**

#### Policy and Procedures

**Volunteer augmentation may necessitate changes, modifications, or additions to existing policies and procedures, depending upon the mission to be performed. The thought and time given to development of volunteer program policies/procedures will avoid false starts, confusion, and discouragement.**

**A well-planned volunteer program, which includes carefully developed policies and procedures, has a far better chance of obtaining genuine executive commitment and the support of mid-level managers.**

**A. Programs that include volunteers are similar to programs for paid staff in that policies/procedures must be developed which will govern their major activities from program development through evaluation.**

**B. Those charged with developing problems before they negatively affect the program. Volunteer programs should work closely with other staff members of their agency when addressing issues such as:**

1. Program reviews
2. Staff evaluation
3. Volunteer evaluation of the program
4. Procedures to modify program policies

**C. As these issues often also affect paid personnel, major parts of policies and procedures currently in effect can be modified and applied to volunteers.**

**D. Volunteer program managers who develop policies and procedures in the areas identified above will be in an excellent position to:**

1. develop a convincing volunteer program proposal.
2. answer objections of those who are skeptical of volunteer augmentation.
3. control the program rather than be controlled by it.
4. anticipate and resolve

**E. Identify the issues/activities that program managers should consider when developing policies and procedures to govern operation of their programs.**

Costs

**Agency costs in support of volunteer activities or programs are minimal but estimates of potential budget requirements can be important. Sound cost estimates and accounting will permit the agency to make valid comparisons of volunteer program costs as related to similar services from paid staff. Savings as a result of volunteer services can be used to offset direct and indirect costs.**

**Failure to properly estimate costs during program development could lead to early development could lead to early termination of the program. Cost considerations are outlined as follows:**

**A. Personnel Costs**

1. The SHOCAP coordinator in charge of the volunteer program is usually a paid staff member. Supervision of volunteers will add to this individual's duties.
2. Consider fringe benefits for each paid staff member who works with volunteers. Prorate based on percentage of time devoted to the volunteer program.
3. Start-up costs for the program may involve considerable staff time to train volunteers before they can begin work. Once the program is underway, the volunteers themselves may be able to train additional volunteers and their own replacements.

**B. Equipment/Supply Costs:**

1. Equipment costs may include any number of items used by volunteers such as department vehicles (depreciation, fuel, insurance), phones, office equipment (typewriters, copying machines) and furniture.
2. Supplies. Consider cost of paper, pens, forms, training materials and other items that will be used and consumed by the volunteers.

**C. Direct Costs:**

1. Reimbursement to volunteers. Consider out of pocket expenses for transportation, parking and lunches.
2. Awards and recognition. Include cost for recognition dinners, plaques, certificates and similar items to acknowledge service to the agency.
3. Insurance may be necessary.

**D. Unanticipated or Indirect Costs:**

1. First check the city or department policy in this area, but, as a general rule, it may be necessary to add 15% to the program's cost

to cover expenses not initially identified or anticipated.

**E. Funding--Funds to start a volunteer program may not be immediately available. Consider other sources:**

1. Federal funding agencies, such as the departments of justice; health, education and welfare; and the administration on aging.
2. Federal programs such as action, which coordinates volunteer programs nationwide.
3. State planning agencies within criminal justice networks.
4. Regional and local planning agencies.
5. Local service clubs and groups.
6. Local chambers of commerce.
7. Area Agencies on Aging, and other social service agencies.
8. Banks and Savings and Loan associations.
9. Community civic groups and churches.

## Records

**The extent and type of records needed will usually be determined by the size and scope of the volunteer program, the objectives the agency has set for the program, and record keeping policies the agency follows to document paid staff qualitative and quantitative work accomplishment.**

### A. What records of volunteer activity should be developed and maintained?

1. Volunteer files. These consist of a separate file for each volunteer which contains the individual's background information (from the application and interview form), work preferences, training received, assignments, emergency notification instructions, and other information needed for management of the volunteer as an individual.
2. Program file. This contains information, in aggregate form, to reflect the status of the entire volunteer program. Data captured should include a listing of different volunteer positions in the agency and descriptions for each, number of volunteers/work hours needed, a listing of volunteers assigned to each position and hours worked by the volunteers.

### B. Volunteer and Program files will be utilized for:

1. Reports. These may be required by the agency to reports already submitted concerning paid staff. Other uses are justifying of costs associated with the program and providing information for requesting matching grant funds from private/governmental sources.
2. Management. Provides agency managers with current information they periodically require prior to making decisions. In this context, aggregate information such as the scope and extent (hours) of volunteer activity and the quality of volunteer work will be frequently requested.
3. Evaluation. Will document, in operational terms, if the program is meeting its objectives, successes and failures, and the monetary value of volunteer services (time) provided to the agency.

4. Continuity. This is of primary importance when key management changes occur among paid staff or within the volunteer program.

**C. Records management Considerations**

1. Will the volunteer records system parallel the existing system?
  - a. Who will design the system?
  - b. Who will maintain the records (paid staff or other volunteers) and where will they be stored?
  - c. How will they be used, for example, to provide reports on program development and services (how specific?), for budget justification, for program evaluation, or for managing day to day program activities.

## Principles of Motivation and Retention

**Retention of volunteers who are effectively performing their duties is essential for program continuity and maintenance. If there is frequent volunteer turnover, causes should be identified and corrective action initiated.**

**Volunteers performing effectively on the job represent an agency investment when recruiting, screening and training costs/staff time are considered. Additionally, as volunteers gain job experience, they become more productive and continuity suffers if they leave the agency and must be replaced. This makes it clear that retention efforts are a necessary part of a total volunteer program.**

**Compared to the challenges of beginning a program, successful retention is largely a matter of understanding that volunteers, while not motivated by salary and pay for work, do bring to the job a definite set of motivations and expectations. Agencies can respond to these in a positive manner by demonstrating that volunteers are accepted and appreciated as valuable members of the organization and by creating an environment that fosters volunteer job satisfaction.**

**A. In addition to awards and recognition (covered in next section), this can be conveyed by staff members who make the effort to:**

1. Know the names of the volunteers.
2. Talk with them informally and express an interest in them personally.
3. Assist them willingly during their orientation and training.
4. Answer their questions thoroughly and with understanding that their background may not be in criminal justice.
5. Encourage them as they do their work.
6. Recognize their accomplishments by thanking them before they leave for the day or when a project has been completed.
7. Integrate them in office conversation and treat them as members of the "team."
8. Willingly provide for their physical needs. These are covered in other factors such as transportation, parking, office equipment, etc.
9. Job satisfaction. Many volunteers benefit from doing a job well. Agencies and staff can respond to this by:
  - a. seriously considering volunteer suggestions for changes in procedures.
  - b. offering volunteers training opportunities and increased responsibility.
  - c. assigning meaningful and important tasks to volunteers.
  - d. informing volunteers of successes due to their efforts such as recovery of stolen property, clearances, improved report preparation, etc.

## Awards and Recognition

Because volunteers are not paid for their work, awards and recognition to acknowledge their service become important components of a total program. Formal recognition of volunteers is based upon information in records, observations of supervisors, and sustained interest by the volunteer.

Agencies can acknowledge volunteer service and express appreciation to volunteers in a variety of ways. This can range from informal, everyday contacts with volunteers by paid staff and immediate supervisors, who thank volunteers for their work, to formal recognition events and administrative procedures which provide advancement and recognition opportunities for volunteers.

Awards for service or recognition of special achievements are meaningful only when deserved. Service awards may be given to all volunteers as those not serving successfully should have been dismissed. Awards for special achievements, however, should be based upon unusual or notable accomplishments. If given too freely, morale will be undermined, especially among those volunteers who have contributed most to the program.

### **A. Consider the following procedures and programs to underscore the importance of volunteer service to an agency**

1. Volunteer ID cards, lapel pins, business cards, or patches. These signify to volunteers that they are an integral member of the agency.
2. A swearing-in ceremony for newly trained volunteers.
3. A volunteer honor roll.
4. Volunteer attendance at staff meetings.
5. Visits to volunteers on the job site by the chief executive.

### **B. Consider the following procedures and programs to recognize individual volunteer achievement:**

1. An awards system based upon a specific number of hours of satisfactory service or for a significant achievement. Awards could be plaques, framed certificates, letters of appreciation, lapel pins or similar items which suitably recognize achievement.
2. Volunteer recognition lunches or banquets, with spouses of volunteers invited.
3. A volunteer of the month program.
4. Publicity about the agency's volunteers, their backgrounds and achievements for the agency.

## Evaluation of Volunteer Performance

Evaluation of volunteer activities can be extremely useful in determining the general progress and status of the program as well as that of individual volunteers.

Evaluations may be required at the division level, by the chief executive, or be mandated by local regulations. Volunteer performance evaluations can be designed to cover many of the same areas addressed in evaluations for paid staff.

Volunteers need to know how they are doing. In some situations, this may be even more important to a volunteer than a paid staff member as many volunteers are motivated by factors other than salary.

Evaluations, either continuing or periodic, can:

- Determine if goals and objectives are being achieved.
- Identify successes and failures.
- Justify continuation, increase or decrease of the volunteer effort.
- Uncover poor performance.
- Identify unnecessary or duplicating activities.
- Lead to changes in direction.
- Lead to enlarged responsibilities.
- Provide budget justification.
- Support routine reporting requirements.
- Identify new program needs.
- Support amendment or abandonment of programs.

**A. When developing evaluation procedures, consider the following:**

1. Good evaluations depend on good record keeping and direct observation of work performance by the supervisor who prepares the evaluation.
2. Periodic evaluations are more effective if they are a part of the formal program structure. In developing procedures, consider the design of forms, when evaluations will occur (annually, upon change of jobs/supervisor), and who will prepare the evaluations.
3. All volunteers must know when their evaluation will be prepared and by whom.

**B. Evaluation of volunteers consists of more than just filling out a form.**

1. Volunteers are a part of the evaluation process. Consider establishing procedures in which supervisors discuss the valuation with the volunteer on a face to face basis.
2. If the evaluation contains negative comments, the volunteer will be more receptive if he/she was previously informed of the problem and given a reasonable time (30-60 days) to take corrective action.
3. Volunteer input to the evaluation process is important. Supervisors may want to discuss any of the following with volunteers:
  - a. continuation in the same position or transfer.
  - b. progression to a position of increased responsibility.
  - c. transfer to a special project requiring talents unique to the individual volunteer.
  - d. additional training.
  - e. change in work schedule/hours.

## Discipline

**Discipline is seldom necessary with older or retired volunteers who have been carefully screened, trained, and appropriately assigned. However, when corrective action of some type is considered necessary, it is best to act promptly and decisively. Ignoring a disciplinary problem will not resolve it. The key to discipline is to be consistent and avoid surprises.**

- **Establish reasonable performance and conduct standards and stick to them.**
- **Assure all volunteers clearly understand these standards.**
- **Utilize, in so far as possible, procedures in effect for paid personnel.**
- **Assure that discipline is administered at the appropriate level of authority.**
- **Provide for progressive disciplinary measures when possible. If infractions are not too serious, try first to correct the behavior through discussion/counseling.**
- **Inform the volunteer of the problem and hear their side of the story.**
- **Determine if the volunteer acted properly or was in error. If a mistake was made, so inform the volunteer and include necessary explanations.**
- **inform the volunteer of the actions he/she should have taken under the circumstances.**
- **question to ensure understanding.**
- **document the counseling by establishing a written record. Provide a copy to the volunteer and ask him/her to initial the agency's file copy.**

- **Distinguish between honest mistakes in judgment and errors due to carelessness or willful misconduct.**
- **Distinguish also between conduct and performance violations.**
- **Mistakes in performance may be resolved through training. Consider also revising the training program in this area for new volunteers.**
- **Mistakes in conduct require immediate attention as continuation of such conduct will undermine volunteer morale and could jeopardize the volunteer program.**

**Look for the source of disciplinary problems with volunteers. In some situations, counseling and reassignment to a new position may be the best course of action.**

**Recurrence of previous performance or conduct problems may lead to dismissal. At this point, supervisors may be asked to produce documentation of previous incidents and attempts to constructively resolve the situation.**

**The best means of dealing with disciplinary problems is to avoid them in the first place. Consider:**

- **Reviewing volunteer performance/conduct on a regular basis and providing guidance for improvement when necessary,**
- **Conducting group discussions to obviate the need for discipline and to clarify misunderstandings,**
- **Identifying and resolving personality or "turf" issues before serious conflicts develop.**

# Appendices

## **APPENDICES**

- A. Sample Guidelines for screening and selection of volunteers for Prince William County, Virginia**
- B. General Orders for Operation of Civilian Volunteer Program in Prince William County Police Department.**
- C. Volunteer Support Services Application Form**
- D. Sample SHOCAP Job Descriptions**
- E. Volunteer Activity Report**
- F. Sample Volunteer Acceptance Letter**
- G. Volunteer Orientation CheckList**
- H. Volunteer Performance Evaluation**
- I. Program Manager's Checklist**

**APPENDIX A**

**Sample Guidelines for Screening Volunteers  
Prince William County, Virginia**



# COUNTY OF PRINCE WILLIAM

9319 Mosby Street, Manassas, Virginia 22110 (703) 335-6500

POLICE  
DEPARTMENT

Charlie T. Deane  
Chief of Police

*COPY - ADM. DIV. BOLL CACL*

*LT. TAGER*

*LT. AARON S*

*Sgt. Bennett*

*Sgt. Finn*

*Sgt. Summers*

*Per information and dissemination to you  
Subordinate - AT&E  
2/16/89*

February 13, 1989

PROCEDURAL DIRECTIVE - 89-001

TO: DISTRIBUTION A (FOR B-C)

FROM: CHIEF OF POLICE

RE: GUIDELINES PERTAINING TO THE SELECTION, SCREENING AND UTILIZATION OF CITIZENS WHO WISH TO VOLUNTEER THEIR SERVICES TO THE POLICE DEPARTMENT

Due to the Police Department's unique role in the community, it is very important that there be guidelines pertaining to the selection, screening and utilization of citizen volunteers who wish to work within the Police Department. Such individuals must therefore undergo a basic background investigation prior to being utilized as volunteers with access to confidential information.

The following guidelines will apply to citizen volunteers who will have access to Police Department facilities and police files.

- I. All persons interested in working as volunteers with the Police Department will be referred to the Department's volunteer coordinator. (Investigator Greg Garrett is the current volunteer coordinator).
  - A - Potential volunteers will be interviewed by the volunteer coordinator to ascertain if their services or skills can be utilized by the Police Department.
  - B - Potential volunteers will complete a Prince William County Police Department Volunteer Support Services Application and turn it into the volunteer coordinator.
  - C - After the initial interview and receiving the volunteer's application, the volunteer coordinator will forward the application to the Recruitment and Selection Bureau for background processing. The



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volunteer coordinator should advise volunteer applicants that a representative of the Department's Recruitment and Selection Bureau will be in touch with them to process their background investigations.

II. It will be the responsibility of the designated Recruitment and Selection Bureau representative to contact all potential volunteers within 10 working days of receiving their applications from the volunteer coordinator. The designated representative of the Recruitment and Selection Bureau will be responsible for the following:

- A - Scheduling an initial interview with the volunteer applicant. The purpose of the interview will be to discuss the volunteer's background and administer the background screening guide.
- B - Giving the volunteer applicant who successfully completes the interview phase a personal history statement, a release of information form and scheduling the applicant for a polygraph examination. In the case of senior citizens the polygraph phase may be omitted if there are medical or health reasons to justify such action.

Fingerprinting and photographing the applicant.

- C - Insuring that any volunteer applicant who presents a health hazard (such as a contagious disease) is placed in an inactive status until the volunteer provides a physician's statement that deems he/she to be healthy or non-contagious.
- D - In addition to the aforementioned activities, the background screening for volunteers will include the following:
  - 1 - Local Criminal Record Checks
  - 2 - CCH Check
  - 3 - Fingerprint Check
  - 4 - Credit History Check
  - 5 - References from last place of employment
  - 6 - At least three references from the community (If new to the area the references can be from the community where the individual previously lived.)
- E - Upon completion of the background screening process the designated Recruitment and Selection Bureau representative will summarize his findings into a

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final report to the Chief of Police. The final report will include a recommendation as to whether or not the volunteer applicant should be allowed to serve as a volunteer.

- III. The Chief of Police or his designate will review the volunteer applicant's file and make the final decision as to approval or disapproval of the individual to function as a volunteer with the Police Department.
  - A - Any volunteer applicant who is not approved will be so notified by the Recruitment and Selection Bureau. A copy of the rejection notice will be forwarded to the volunteer coordinator for his information.
  - B - Any volunteer applicant who is approved will be so notified by the Recruitment and Selection Bureau with a copy of the approval notice being forwarded to the volunteer coordinator.
- IV. The Recruitment and Selection Bureau will maintain a personnel file on each volunteer applicant (approved and rejected applicants). This file will serve as the permanent record for volunteers and will be open for review (except for polygraph test results) to the volunteer coordinator. The volunteer coordinator will maintain a roster of all approved volunteers and their specific assignments.
- V. The volunteer coordinator will assign approved volunteers as called for by the needs of the Department.
  - A - The volunteer coordinator will schedule an interview between the volunteer and the supervisor of the particular section of the Department where the volunteer will be assigned. This interview should take place prior to the volunteer starting his/her assignment.
  - B - Within the first month of service as a volunteer the volunteer coordinator will be responsible for setting up an introduction meeting between the volunteer and the Chief of Police.
- VI. The volunteer coordinator will establish an orientation program for volunteers.
  - A - The orientation program will include an initial review of pertinent General Orders, rules of confidentiality, Departmental structure, the chain of command and

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an overview of the county government. The initial orientation will also cover the scope of volunteer duties and limitations of their authority.

- B - The orientation program will also involve specific training or guidelines for volunteers once they are assigned to specific duties. This phase of the orientation will normally be handled by the supervisor of the section where the volunteer is assigned. But the volunteer coordinator will be responsible for insuring that this phase of orientation is carried out.

VII. All volunteers will be governed by the following basic rules.

- A - Volunteers will have no police authority and will conduct themselves accordingly.
- B - Volunteers will wear appropriate civilian attire as directed by the supervisor in charge of the unit to which they are assigned. While working inside of the police facilities all citizen volunteers will wear their county police identification cards.
- C - Volunteers will be required to keep a daily record of their volunteer hours of service. This record will be maintained on the volunteer time record form. These records will be turned into the volunteer's immediate supervisor. The supervisor will verify the information and forward the hours of service records to the volunteer coordinator.
- D - Each volunteer will be rated by their immediate supervisor at least once each year. The rating will be done on the volunteer evaluation form and be submitted by the volunteer's anniversary date. The completed evaluation will be reviewed by the volunteer and signed by the volunteer. The completed and signed evaluation will be forwarded to the volunteer coordinator. The volunteer coordinator will review the evaluation and if no follow-up action is called for will file the evaluation in the volunteer's permanent file. If follow-up action is called for the volunteer coordinator will take action as needed.
- E - Volunteers will not be involved in activities where there is a likelihood of making arrests.
- F - Volunteers will not be assigned to duties requiring sworn member status.

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- G - Volunteers will adhere to the rules and regulations established by the Department.
- H - In the event a volunteer violates a Departmental policy (General Order) that violation is to be documented and forwarded to the volunteer coordinator for follow-up action. Based on the severity or nature of the violation the volunteer may be requested to resign or have his volunteer approval status revoked.

VIII. Any changes in volunteer status or assignment will be coordinated through the volunteer coordinator.

- A - Volunteers who wish to end their volunteer status are requested to submit written notification to their immediate supervisor at least 14 days prior to their last day of volunteer status. Upon receipt of said notice the immediate supervisor is to route the notice to the volunteer coordinator for follow-up action.
- B - Whenever a volunteer leaves the Department as a volunteer the volunteer's immediate supervisor will complete a volunteer evaluation form and submit it to the volunteer coordinator.

The aforementioned guidelines listed in this procedural directive do not apply to citizens who limit their volunteer efforts to areas outside of the Department's physical facilities. For example, citizens working with the Department's Crime Prevention Program as community coordinators or as volunteers in the Crime Prevention Information Booths located at the various shopping centers are not controlled by the aforementioned guidelines.

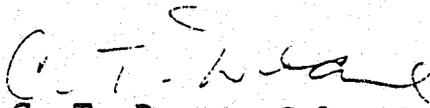
Citizen volunteers working with the Crime Prevention Bureau and who do not have access to police facilities or confidential information will be processed, screened and utilized in accordance with the following guidelines:

- IX. All volunteers in this category will be routed to the Crime Prevention Bureau for processing.
  - A - The Crime Prevention Bureau will interview the potential volunteers to determine suitability of each applicant to be a volunteer. The Crime Prevention Bureau will have potential volunteers complete an information sheet as to personal data such as full name, address, date of birth, social security number, telephone number, emergency contact, and etc.

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- B - The Crime Prevention Bureau will conduct a brief background check that will include local record checks and a CCH. The volunteer will sign a waiver to permit the Department to have access to said background information.
- C - If the interview and background check proves satisfactory the Crime Prevention Bureau will give approval for the volunteer to work with the Crime Prevention Program. (This approval will not extend to access to police facilities or access to confidential information).
- D - The Crime Prevention Bureau supervisor will maintain a list of all volunteers working with the Crime Prevention Bureau.

Submitted for your information and guidance.



C. T. Deane, Colonel  
Chief of Police

CTD/jmc

**APPENDIX B**

**Prince William County  
General Orders for Volunteers**

SUBJECT - VOLUNTEER SUPPORT SERVICES

I. Purpose -

The purpose of this General Order is to set guidelines for the overall operation of the Department's Civilian Volunteer Program.

II. Discussion -

Civilian volunteers have long been an asset to the Department providing invaluable support services from time to time. With the growth of our community comes an ever increasing demand for services from our personnel. It is that demand for services combined with increased community interest in volunteering their time that has prompted the need for establishing guidelines for a volunteer program.

III. Guidelines -

- A. All volunteer positions must be approved by the Chief of Police.
- B. Volunteers will be assigned primarily to administrative and community related functions in support of those currently accomplished by Department personnel.
- C. Volunteers shall adhere to the rules and regulations established by the Department.
- D. Prior to a volunteer's assignment taking effect their name and other pertinent information will be submitted to the volunteer coordinator so that all necessary paperwork and other processing can be completed. Included in that processing will be a requirement that the volunteer complete a volunteer registration form which would include an emergency contact person and any physical limitations. At this time also a permanent personnel file will be established for each volunteer by the volunteer coordinator.
- E. Volunteers will not be assigned to duties requiring sworn member status.
- F. Volunteers will not be involved in activities where there is a likelihood of making arrests.

VOLUNTEER SUPPORT SERVICES  
PAGE TWO.

III. Guidelines - Continued....

- G. Upon receipt of a volunteer request form a list of potential candidates for the needed position (s) will be forwarded to the individual requesting the volunteer assistance. Interview and selection of those candidates will be the responsibility of the individual who will be in direct supervision of the volunteer (s).
- H. Volunteers will only be assigned to those areas of the Department having a justifiable need to use their services. Prior to that assignment a volunteer job description form for that position must be completed, reviewed and on file with the Department's volunteer coordinator; also at this time a request for volunteers form must be completed and submitted. This specifically addresses the number of volunteers needed and the time and location of the need.
- I. Volunteers will have no police authority and will conduct themselves accordingly.
- J. Volunteers shall wear appropriate civilian attire as directed by the supervisor in charge of the unit to which they are assigned.
- K. Volunteers shall be required to keep a daily record of volunteer hours of service with the Department on a Volunteer Time Record Form. These records shall be turned into and verified by the volunteer's immediate supervisor. At the beginning of each month those records will be forwarded to the volunteer coordinator.
- L. Each year, on or before the volunteer's anniversary date a volunteer evaluation form will be completed and submitted to the volunteer coordinator. That the completion of that evaluation will be the responsibility of the affected immediate supervisor. That evaluation will be made part of the volunteer's permanent Department file.
- M. Volunteers will be trained in two stages:
  - 1. First they will be receiving local training while still in a group prior to being assigned. That training will include segments on general orders, confidentiality, Department structure and chain of command, County geography and government and any other general information pertinent to their working with the Department.
  - 2. Second, the supervisors of the units to which volunteers are assigned will be responsible for specific instruction of those volunteers as to their assignments. This instruction shall include the duties and goals of the unit as well as the scope of the volunteer's duties and limitations of their authority.

VOLUNTEER SUPPORT SERVICES  
PAGE THREE.

IV. Changes in Volunteer Status or Assignment -

- A. Anytime a volunteer changes job assignments, proper written notification shall be made to the Department's volunteer coordinator which explains the reason (s) and the date on which the change in assignment is to be made effective.
- B. Volunteers who wish to separate from their commitment to this Department are expected, where possible, to submit written notification to their immediate supervisor at least fourteen (14) calendar days prior to the effective date of the resignation. Upon receipt of a notification of resignation the immediate supervisor shall forward that notification to the volunteer coordinator at once for processing.
- C. Whenever a volunteer leaves the Department service his immediate supervisor shall fill out a Volunteer Evaluation Form and forward same to the volunteer coordinator.
- D. In the event that a volunteer violates a Department general order that violation shall be documented and forwarded to the volunteer coordinator for inclusion in their personnel file. Based upon the severity of the infraction the volunteer may be requested to resign his position or be involuntarily separated from service.

**APPENDIX C**

**Volunteer Application Form**

PRINCE WILLIAM COUNTY POLICE DEPARTMENT  
VOLUNTEER SUPPORT SERVICES  
APPLICATION

NAME: \_\_\_\_\_ DATE: \_\_\_\_\_  
(Last, First MI)

ADDRESS: \_\_\_\_\_ TELEPHONE: \_\_\_\_\_  
\_\_\_\_\_

DATE OF BIRTH: \_\_\_\_\_ SOCIAL SECURITY NUMBER: \_\_\_\_\_

Are you presently employed? Yes -- No --  
Do you possess a valid Virginia Drivers License? Yes -- No --  
Do you have transportation? Yes -- No --  
Could you provide transportation for someone else? Yes -- No --

Please describe any special interests or skills that you possess.  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Please describe any previous volunteer experience.  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Time available to work? Please circle. Note: D = Days N = Nights

Sun	Mon	Tue	Wed	Thu	Fri	Sat
D N	D N	D N	D N	D N	D N	D N

How many hours per days indicated would you be available? \_\_\_\_\_

Preferred Work Station? Headquarters (Manassas) --  
Garfield --  
McCoart --  
Animal Shelter --

Person to contact in case of emergency:  
Name: \_\_\_\_\_ Phone: \_\_\_\_\_ Relationship \_\_\_\_\_

Please describe any physical limitations or restrictions:  
\_\_\_\_\_  
\_\_\_\_\_

PLEASE NOTE THAT ALL APPLICANTS ARE SUBJECT TO A PREVIOUS CRIMINAL HISTORY INVESTIGATION.

Applicant Signature: \_\_\_\_\_

**APPENDIX D**

**Sample SHOCAP Job Descriptions**

**SAMPLE JOB DESCRIPTIONS**  
from Prince William County Volunteer Support Services

<b>JOB TITLE</b>	<b>UNIT</b>	<b>LOCATION</b>
Juvenile Records Clerk	Police Records	Manassas

**JOB OBJECTIVES**

To provide responsible records assistance in juvenile records department.

**MAJOR RESPONSIBILITIES**

Input juvenile profiles into computer  
Summarize juvenile case files and create recaps of cases  
Read court files to update profiles on adjudications

**QUALIFICATIONS**

Ability to enter (type) data into computer  
Ability to read and accurately summarize information  
Willingness to read offensive and graphic offense report details and language  
Willingness to adhere to confidentiality requirements regarding juvenile records.

**RESPONSIBLE TO:**

Records Supervisor

**DAY AND TIME REQUIRED**

Weekdays from 8:00 - 5:00 p.m.  
Part-time work is acceptable.

**DURATION**

No time limit

**VOLUNTEER PROGRAM MANAGER'S NAME**

Investigator Greg Garrett  
Prince William County Police Department  
Mosby Street, Manassas  
703-335-6548

**SAMPLE JOB DESCRIPTIONS**  
**from Prince William County Volunteer Support Services**

<b>JOB TITLE</b>	<b>UNIT</b>	<b>LOCATION</b>
------------------	-------------	-----------------

<b>Crime Analysis Clerk</b>	<b>Crime Analysis</b>	<b>Manassas or Garfield</b>
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**JOB OBJECTIVES**

To provide responsible crime analysis assistance handling serious juvenile offender offense and adjudication information.

**MAJOR RESPONSIBILITIES**

- Input F.I. cards into computer
- File F. I cards
- Read offense reports
- Maintain contact with the state on parolees from penitentiary
- Serve as liaison to ADC for update on adjudicated offenses
- Notify investigators and police officers of adjudications and parolees

**QUALIFICATIONS**

- Ability to enter (type) data into computer
- Ability to organize files
- Effective communication skills
- Willingness to read offensive and graphic offense report details and language
- Willingness to adhere to confidentiality requirements.

**RESPONSIBLE TO:**

Crime Analysis Supervisor

**DAY AND TIME REQUIRED**

Weekdays from 8:00 - 5:00 p.m.

**DURATION**

No time limit

**VOLUNTEER PROGRAM MANAGER'S NAME**

Investigator Greg Garrett  
Prince William County Police Department  
Mosby Street, Manassas  
703-335-6548

**SAMPLE JOB DESCRIPTIONS**  
from Prince William County Volunteer Support Services

**JOB TITLE**

**UNIT**

**LOCATION**

Receptionist

Juvenile Probation Office

Woodbridge or Manassas Office

**JOB OBJECTIVES**

To provide general clerical assistance to the probation office by handling phone and walk-in inquiries, typing and organizing office reports.

**MAJOR RESPONSIBILITIES**

- Answer incoming telephone calls
- Type presentence investigation reports
- File reports
- Make appointments for staff
- Answer questions about probation procedures

**QUALIFICATIONS**

- Ability to type using standard typewriter
- Ability to communicate effectively, orally and in writing
- Willingness to adhere to confidentiality requirements regarding juvenile records

**RESPONSIBLE TO:**

Director of Court Services

**DAY AND TIME REQUIRED**

Weekdays from 8:00 - 5:00 p.m.; or later hours until 7:00p.m.  
Part-time work is acceptable.

**DURATION**

No time limit

**VOLUNTEER PROGRAM MANAGER'S NAME**

Investigator Greg Garrett  
Prince William County Police Department  
Mosby Street, Manassas  
703-335-6548

**SAMPLE JOB DESCRIPTIONS**  
from Prince William County Volunteer Support Services

<b>JOB TITLE</b>	<b>UNIT</b>	<b>LOCATION</b>
Resource Clerk	Juvenile Court	Manassas

**JOB OBJECTIVES**

To provide specific clerical assistance to the Clerk of the Court in updating computer case numbers and legal resources.

**MAJOR RESPONSIBILITIES**

Assign numbers to new cases on computer  
Update legal supplements and resources

**QUALIFICATIONS**

Ability to use simple keyboard skills on computer  
Effective organizational skills

**RESPONSIBLE TO:**

Clerk of the Court

**DAY AND TIME REQUIRED**

Two weekdays per week - part-time

**DURATION**

No time limit

**VOLUNTEER PROGRAM MANAGER'S NAME**

Investigator Greg Garrett  
Prince William County Police Department  
Mosby Street, Manassas  
703-335-6548

**SAMPLE JOB DESCRIPTIONS**  
from Prince William County Volunteer Support Services

<b>JOB TITLE</b>	<b>UNIT</b>	<b>LOCATION</b>
------------------	-------------	-----------------

Media Relations	Osborn Park High School	Manassas
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**JOB OBJECTIVES**

To provide high level public information assistance to the high school. This position requires regular communication between the school and local media.

**MAJOR RESPONSIBILITIES**

- Assist with press releases
- Act as liaison between school and media
- Coordinate writing and dissemination of monthly newsletter
- Write articles on school clubs and activities for local papers
- Write radio announcements on school activities
- Photograph activities for local newspapers

**QUALIFICATIONS**

- Knowledge of rules relating to disclosure of juvenile information
- Knowledge of Freedom of Information Act.
- Willingness to adhere to confidentiality requirements
- Excellent oral and written communication skills
- Photography skills desirable, but not necessary
- Journalism skills desirable, but not necessary

**RESPONSIBLE TO:**

Assistant Principal

**COMMENTS:** Highly visible position

**DAY AND TIME REQUIRED**

Negotiable.

**DURATION**

No time limit

**VOLUNTEER PROGRAM MANAGER'S NAME**

Investigator Greg Garrett  
Prince William County Police Department  
Mcsby Street, Manassas  
703-335-6548

**APPENDIX E**

**Volunteer Activity Report**



**APPENDIX F**

**Sample Acceptance Letter**



# COUNTY OF PRINCE WILLIAM

9319 Mosby Street, Manassas, Virginia 22110 (703) 335-6500

POLICE  
DEPARTMENT

Charlie T. Deane  
Chief of Police

December 6, 1988

Mr. Vern L. Skinner  
7912 Appomattox Avenue  
Manassas, Virginia 22111

Dear Mr. Skinner:

The purpose of this letter is to welcome you as a volunteer worker for the Prince William County Police Department.

Due to the rapid growth in Prince William County in recent years the Police Department has been hard pressed to keep up with the public demand for police services. Volunteers such as yourself have enabled the Police Department to keep pace with the ever increasing demand for police services.

Your concern for our community is reflected by your volunteer efforts and the Police Department appreciates your efforts.

Good luck in your volunteer efforts.

Sincerely,

N. E. Ryan, Captain  
Administrative Division Commander

for

C. T. Deane, Colonel  
Chief of Police

NER/jmc

cc: Investigator G. Garrett ✓  
File-88-11-51-V-Volunteer

A NATIONALLY ACCREDITED LAW ENFORCEMENT AGENCY



**APPENDIX G**

**Volunteer Orientation Checklist**

**PRINCE WILLIAM COUNTY POLICE DEPARTMENT  
VOLUNTEER SUPPORT SERVICES  
ORIENTATION CHECKLIST**

Name: \_\_\_\_\_ Report Date: \_\_\_\_\_  
(Last. First MI)

Report Time: \_\_\_\_\_

Report Location: \_\_\_\_\_ Report To: \_\_\_\_\_

\*\*\*\*\*  
RETURN COMPLETED CHECKLIST TO VOLUNTEER COORDINATOR  
\*\*\*\*\*

\*\*\*\*\*  
Pre-Arrival  
\*\*\*\*\*

- \_\_\_\_\_ Work Space and Supplies Ready
- \_\_\_\_\_ Staff Prepared for Volunteer Orientation and Training

Orientation

- \_\_\_\_\_ Welcome Volunteer
- \_\_\_\_\_ Show Volunteer His/Her Work Location
- \_\_\_\_\_ Explain Department/Unit Functions
- \_\_\_\_\_ Discuss Time Schedule
- \_\_\_\_\_ Introduce Volunteer to Staff
- \_\_\_\_\_ Explain Parking
- \_\_\_\_\_ Explain Use of Telephones
- \_\_\_\_\_ Explain Checking In and Out
- \_\_\_\_\_ Show Location of Restrooms/Break Area
- \_\_\_\_\_ Explain Smoking Policy
- \_\_\_\_\_ Explain Any Emergency Procedures/Policies
- \_\_\_\_\_ Start Volunteer on Specific Work Tasks

**APPENDIX H**

**Volunteer Performance Evaluation**

VOLUNTEER PERFORMANCE EVALUATION

Volunteer's Name:

Date:

Job:

Evaluation Period:

Attendance:

\_\_\_\_\_ %          \_\_\_\_\_ # hours worked

\_\_\_\_\_ Notifies when absent

Quality of Working Relations:

With Staff:

With Other Volunteers:

Quality of Work Performed (Refer to job description)

Response to training:

Development/progress:

Actions proposed for future (training, assignments, etc.)

Signatures:

Evaluating Supervisor \_\_\_\_\_ Date \_\_\_\_\_

Volunteer \_\_\_\_\_ Date \_\_\_\_\_

**APPENDIX I**

**Program Manager's Checklist**

## CHECKLIST

Here are some hints or suggestions to think about in implementing a program of volunteers with law enforcement:

 CHECKLIST

- |   |  |
|---|--|
| <input type="checkbox"/> Is there executive level commitment?                             | <input type="checkbox"/> Will the volunteers work specific shifts?                                 |
| <input type="checkbox"/> Has a need been identified?                                      | <input type="checkbox"/> Will you need back-up for occasional absenteeism?                         |
| <input type="checkbox"/> Are volunteers the answer?                                       | <input type="checkbox"/> Do you plan group assignments?  |
| <input type="checkbox"/> Have you prepared departmental personnel to accept this concept? | <input type="checkbox"/> What hours will you want them to work?                                    |
| <input type="checkbox"/> Will there be Union objections?                                  | <input type="checkbox"/> Will they log in and out on time sheets?                                  |
| <input type="checkbox"/> What kind of unit is needed?                                     | <input type="checkbox"/> Will you be able to keep backlogs from developing?                        |
| <input type="checkbox"/> Where will the unit be placed in the organization?               | <input type="checkbox"/> Will there be adequate workspace?   |
| <input type="checkbox"/> Who will supervise the unit?                                     | <input type="checkbox"/> Comfort? Lighting?  |
| <input type="checkbox"/> Are the supervisory lines clear?                                 | <input type="checkbox"/> Will you have supplies available?   |
| <input type="checkbox"/> Will you have a volunteer to coordinate the activities?          | <input type="checkbox"/> Will you provide transportation?  |
| <input type="checkbox"/> Who will set work schedules?                                     | <input type="checkbox"/> Will you pay out-of-pocket expenses?                                      |
| <input type="checkbox"/> How will you recruit the volunteers?                             | <input type="checkbox"/> Will volunteers be assigned parking spaces?                               |
| <input type="checkbox"/> Do you know how many you will need to start the program?         | <input type="checkbox"/> What will be the direct costs?  |
| <input type="checkbox"/> Will you develop screening criteria?                             | <input type="checkbox"/> Indirect costs?   |
| <input type="checkbox"/> Who will interview volunteers?                                   | <input type="checkbox"/> Have you considered liability?  |
| <input type="checkbox"/> Will you prepare job descriptions?                               | <input type="checkbox"/> Will the department provide insurance?                                    |
| <input type="checkbox"/> What kind of paperwork will be needed?                           | <input type="checkbox"/> Must the volunteer provide insurance?                                     |
| <input type="checkbox"/> Can you identify specific tasks?                                 | <input type="checkbox"/> How will you recognize their performance?                                 |
| <input type="checkbox"/> Can the volunteers perform the tasks in the time offered?        | <input type="checkbox"/> Will you have criteria for measuring their performance?                   |
| <input type="checkbox"/> What will be the training needs?                                 | <input type="checkbox"/> What termination procedures would be necessary when service is completed? |
| <input type="checkbox"/> How much time for training?                                      | <input type="checkbox"/> How will the public be informed about these activities?                   |
| <input type="checkbox"/> In the classroom? On-the-job?                                    |  |