

# COUNTY OF LOS ANGELES

---

## VOLUNTEER PROGRAM

---

## POLICY MANUAL

---

### *Board of Supervisors*

---

*Gloria Molina, First District*  
*Mark Ridley-Thomas, Second District*  
*Zev Yaroslavsky, Third District*  
*Don Knabe, Fourth District*  
*Michael D. Antonovich, Fifth District*

---



*William T Fujioka, Chief Executive Officer*

*January 29, 2009*

## TABLE OF CONTENTS

### 1. Basic Program Elements

Introduction . . . . .	1 - 1
Mission . . . . .	1 - 1
Objectives . . . . .	1 - 2
Goals . . . . .	1 - 2
Departmental Program Administration . . . . .	1 - 2
Role of the Chief Administrative Office . . . . .	1 - 3

### 2. Definition of a Volunteer

County Policy . . . . .	2 - 1
Type of Services . . . . .	2 - 1
Court Referral Community Service Program . . . . .	2 - 2
County Employees - Volunteer Work for County Programs . . . . .	2 - 2
County Employees - Volunteer Work for Non-County Programs . . . . .	2 - 3
Mutual Aid Agreements . . . . .	2 - 3
Volunteer Opportunities . . . . .	2 - 4

### 3. Recruitment

Assessment of Need . . . . .	3 - 1
Job Descriptions . . . . .	3 - 1
Mass Recruitment . . . . .	3 - 3
Targeted Recruitment . . . . .	3 - 3
Broadcast Media Connections . . . . .	3 - 4
SCBA Number . . . . .	3 - 4
Selection . . . . .	3 - 4
Form: <i>Volunteer Services Application</i> . . . . .	3 - 6
Retired County Employees . . . . .	3 - 7
Other Recruitment Resources . . . . .	3 - 8

### 4. Volunteer Disaster Service Worker

Worker's Compensation . . . . .	4 - 1
Registration . . . . .	4 - 1
Minors . . . . .	4 - 2
Form: <i>Volunteer Disaster Services Worker Registration</i> . . . . .	4 - 3

### 5. Placement

Interview Process . . . . .	5 - 1
Enrollment . . . . .	5 - 2
Assignment Agreement . . . . .	5 - 2
Form: <i>Volunteer Enrollment</i> . . . . .	5 - 4

---

Form: <i>Assignment Agreement</i> .....	5 - 5
One-Time-Only Volunteers .....	5 - 6
Volunteer Group Enrollment .....	5 - 6
Volunteer Worker Without Compensation .....	5 - 6

## 6. Security

Placement of Volunteers with Criminal Records .....	6 - 1
Evaluation Criteria .....	6 - 1
Criminal Background Checks .....	6 - 2
Consent .....	6 - 3
Guidelines for Identifying Sensitive Positions .....	6 - 4
Potentially Disqualifying Job-Related Offenses .....	6 - 4
Control of Sensitive Positions .....	6 - 6

## 7. Orientation and Training

Orientation .....	7 - 1
Training .....	7 - 2

## 8. Supervision

Volunteer's File .....	8 - 1
Progress Notes .....	8 - 1
Performance Evaluations .....	8 - 1
Form: <i>Progress Notes</i> .....	8 - 3
Performance Problems .....	8 - 4
Expenses, Benefits and Fees .....	8 - 3

## 9. Recognition and Awards

Informal Recognition .....	9 - 1
Formal Recognition .....	9 - 1
Types of Awards .....	9 - 2

## 10. Statistical Report

Statistical Report .....	10 - 1
Form: <i>Statistical Report</i> .....	10 - 2

## 11. Insurance

Work-Related Injuries or Accidental Death .....	11 - 1
Reporting Incidents and Injuries .....	11 - 1
Emergency Procedures .....	11 - 1
Procedures for injuries Not Requiring Treatment .....	11 - 2
Injuries to Minors .....	11 - 2

---

Filing a Claim .....	11 - 2
ITT Hartford <i>Notice of Claim</i> .....	11 - 3
Treatment at County Facilities .....	11 - 7
Liability Insurance .....	11 - 7
Automobile Insurance and Driver's License .....	11 - 7
Reporting Automobile Accidents .....	11 - 8
Health Services Volunteer, Special Requirements .....	11 - 8
Professional Medical Services .....	11 - 8

12. Resources for Professional Development

County Government .....	12 - 1
Community Resources .....	12 - 1
Educational Institutions .....	12 - 1
Professional Organizations .....	12 - 1

13. Appendices

Current County Addresses and Telephone Numbers .....	13 - 1
Current Non-County Addresses and Telephone Numbers .....	13 - 2
Principal Documents Relating to the Countywide Program .....	13 - 3

## **1. BASIC PROGRAM ELEMENTS**

### **INTRODUCTION**

Through the strong support and leadership of the Board of Supervisors and the dedication of departmental administrators, the County volunteer program has come to play a vital role in the enhancement of public services. The significance of the program is indicated by the fact that County volunteers work more than four million hours each year in service to individuals, families and local communities.

Administration of the County's volunteer program is decentralized; and the departmental volunteer programs vary considerably in size, scope, services, complexity and practice. This manual is designed to apply effective management principles to guide activities and tasks common to all the departmental programs. At the same time, the manual identifies areas that each departmental volunteer program must address.

The management process is dynamic, and policies and guidelines are subject to continuous development and change. For this reason, volunteer program directors and coordinators are encouraged to participate in reviews of this policy manual; and suggestions made by the persons who daily perform volunteer program management tasks will help assure that the manual remains an effective management tool.

Departments may adopt guidelines as they are formulated in this manual or develop their own supplementary or independent manuals. A well-formulated manual will begin with consideration of the mission, objectives and goals of a department's volunteer program.

### **MISSION**

A principal consideration for the development of a mission statement is enhancement of County services as they are carried out by each department. Therefore, the mission of a departmental volunteer program should be consistent with and supportive of the mission of the department as a whole. Volunteers enhance and supplement the service delivery but do not substitute for nor displace regular staff nor their responsibilities. A mission statement should be succinct and general, encapsulating in a few words the purpose of the volunteer program. The mission statement concentrates on the ends that the volunteer program is expected to achieve.

### **OBJECTIVES**

Objectives should be formulated on the basis provided by a mission statement. The following criteria can be used as a guide for their development:

- The objectives are specific, clearly stating desired future conditions;

- They are measurable, based upon feedback on efficiency, effectiveness and participant satisfaction;
- They are cost effective and may involve innovative ways of marshalling resources;
- They support the objectives of departmental management;
- They are achievable and based on well-thought-out, relevant assumptions;
- They are challenging, requiring the exercise of skill and energy;
- They are worthy of notice, with a potential for media attention.

## **GOALS**

Goals are formulated on the basis of the statement of objectives and constitute an action plan, which should be reviewed and revised periodically. The plan should address areas of responsibility; orientation and training; supervision, evaluation and recognition; maintenance of records of attendance and hours worked and equipment and resources. Goals are statements which detail who will do what, when, where, how and at what cost.

## **DEPARTMENTAL PROGRAM ADMINISTRATION**

There are four levels of full time County volunteer program managers: Volunteer Coordinators I and II, Volunteer Programs Director, and Volunteer Programs Director, Medical Center. The responsibilities and duties of these positions are defined in the class specifications.

Some of the typical duties of a volunteer program coordinator are to:

- Plan, develop and implement volunteer programs;
- Recruit, select, orient, train and evaluate volunteers;
- Establish and maintain volunteer program policies and procedures;
- Ensure that volunteers comply with rules and regulations;
- Evaluate existing volunteer programs;
- Attend staff meetings, professional meetings and conferences;
- Plan and coordinate volunteer recognition ceremonies;
- Maintain attendance records of volunteers and compile periodic reports;
- Supervise the distribution of contributions and donated goods;

- Speak before community groups; and
- Act as liaison between community groups and County personnel.

Part-time volunteer program coordinators also complete other administrative duties and assignments in many departments.

### **ROLE OF THE CHIEF ADMINISTRATIVE OFFICE**

The Chief Administrative Office provides Countywide direction, coordination and support of volunteer programs through the County Volunteer Program Manager. Some of the functions of this position are to:

- Assist the development and coordination of all Countywide volunteer programs;
- Develop periodic training programs for volunteer program directors and coordinators;
- Consult with departments on special problems, policy, and new volunteer programs;
- Plan Countywide volunteer program activities with the help of ad hoc committees composed of departmental volunteer program directors and coordinators;
- Conduct Countywide surveys and studies of volunteer programs;
- Develop Countywide recruitment and promotional campaigns for the strengthening, maintenance and expansion of County volunteer programs;
- Develop and recommend County policies and procedures relating to Countywide volunteer programs;
- Represent the Chief Administrative Office at meetings with department heads and outside organizations regarding the Countywide volunteer program;
- Facilitate and coordinate inter-departmental and interagency agreements; and
- Coordinate the annual Volunteer Awards Luncheon.

Departmental volunteer program directors and coordinators are encouraged to call upon the services of the County Volunteer Program Manager, Chief Administrative Office. A current address and telephone number are provided in Appendix 1.

This manual was compiled by the Office of Special Programs of the Chief Administrative Office with the assistance of representatives of the Departments of Animal Care and Control, Children's Services, Health Services, Public Library and Public Social Services. Suggestion and comments are welcome. Contact the County Volunteer Program Manager.

## 2. DEFINITION OF A VOLUNTEER

### COUNTY POLICY

A County policy on definition of a volunteer has been developed as a flexible guideline. For the most part, this policy will enable departments to maintain their traditional County volunteer program, practices, policies and procedures.

- A volunteer is an individual who performs hours of service in a County department for civic, charitable, health, humanitarian, recreational, public safety or general welfare reasons, without promise, expectation or receipt of compensation for services rendered, except for reimbursement of expenses, reasonable benefits, nominal fees or a combination thereof.
- Individuals shall be considered volunteers only when their services are offered freely and without pressure of coercion, direct or implied, from the County.

An individual shall not be considered a volunteer if the individual is otherwise employed by the County to perform the "same type of services" as those for which the individual proposes to volunteer. The Fair Labor Standards Act prohibits such practice. Volunteers do not supplant County employees; they assist paid staff or provide services that constitute elements of major regular positions and augment the established and mandated services of the County

### TYPE OF SERVICES

The phrase "same type of services" means similar or identical services.

- An example of an individual performing services which constitute the "same type of services" is a radiation therapy technologist employed by a County medical center who proposes to volunteer to perform radiation therapy technologist services at a County community health center. In this case, since the medical center radiation therapy technologist is a County employee, the technologist cannot become a volunteer at the community health center as a radiation therapy technologist.
- Examples of volunteer services which do not constitute the "same type of service" include a County Deputy Sheriff who volunteers as a part-time referee in a basketball league sponsored by the County, an employee of the County Parks and Recreation Department who serves as a volunteer County fire-fighter, and office employees of a County medical center who volunteer to spend time with disabled or elderly persons in the same institution during off duty hours.

In marginal cases, departmental volunteer program directors and coordinators should consult the County Volunteer Program Manager, Chief Administrative Office, for final determination.

Persons who are not employed in any capacity by the County are considered volunteers if their hours of service are provided with no promise, expectation or

receipt of compensation for the services rendered, except for reimbursement of expenses, reasonable benefits and nominal fees or a combination thereof.

These definitions are based upon terms given in Section 553 of the Federal Fair Labor Standards Act. Departments may wish to include on enrollment forms a statement for volunteers to sign which states that the person volunteering expresses a free and uncoerced desire to donate their time and that they do so without any expectation or promise of compensation.

### **COURT REFERRAL COMMUNITY SERVICE PROGRAM**

The Court Referral Community Service Program provides the municipal courts with an alternative method of sentencing selected misdemeanor offenders. Participants in this program render community service, in lieu of fines or jail, to not-for-profit and government agencies and are considered to be volunteers.

Court referral volunteers are fully integrated into departmental volunteer programs and included in statistical reporting. They are provided the same considerations regarding orientation, training, supervision and benefits, as are other volunteers.

### **COUNTY EMPLOYEES - VOLUNTEER WORK FOR COUNTY PROGRAMS**

County employees may volunteer their services to the County as long as the work they perform as a volunteer is outside their scope of duties as County employees. County employees have a long history of volunteering. Departments are encouraged to tap this rich pool of volunteer talent when recruiting volunteers for a County sponsored project.

Time sheets which are maintained for County employee volunteers should verify that the hours worked were outside of the hours during which the employees are regularly employed and specify that the work they performed was voluntary and not paid.

### **COUNTY EMPLOYEES - VOLUNTEER WORK FOR NON-COUNTY PROGRAMS**

Volunteer work outside the County by County employees has no restrictions. Many County employees volunteer with non-County agencies or projects. Their service brings honor to the County and has the potential to be a highly effective marketing and image enhancement resource.

Departments are encouraged to gather information on the volunteer activities of their employees. Once a year, employees might be asked to forward a memo on their volunteer activities to their department's volunteer coordinator and a copy to their personnel file.

The following information might be included in employee reports on their outside volunteer activity:

- Name of the Organization(s) with which the Employee Volunteers,

- Date Started Volunteering,
- Number of Hours Volunteered During the Prior Year, and
- Description of the Volunteer Assignment(s).

This information can be a valuable resource for departments to enhance reports to the Board of Supervisors, for recruitment brochures and for employee communications.

### **MUTUAL AID AGREEMENTS**

County employees who provide a specific service to another governmental agency, as part of a mutual aid agreement, may volunteer to perform for that agency the "same type of service" for which they are paid by the County.

For example, where the County and a city have entered into a mutual aid agreement related to fire protection, a fire fighter employed by the County may also volunteer as a fire fighter for the city. The fact that services volunteered to the city may in some instances be performed in the County's geographic jurisdiction does not require that the volunteer's hours are to be counted as hours of employment with the County.

### **VOLUNTEER OPPORTUNITIES**

The County has designated a wide variety of services for which persons may volunteer. Examples of County services which might be performed on a volunteer basis include:

- Helping at a local neighborhood park or keeping our beaches clean and attractive,
- Providing personal care and services to the sick in medical centers and visiting the elderly and infirm in nursing homes,
- Being a peacemaker between conflicting groups,
- Assisting in a County library or being a literacy tutor,
- Issuing toys to children from a toy loan library,
- Serving as a child advocate for victims of child abuse,
- Tutoring juvenile wards in basic learning skills,
- Being a docent at a museum or arboretum,
- Serving as a judge pro-tem in a court,
- Serving as a reserve deputy sheriff or reserve fire fighter,

- Being a member of a youth explorer post, or
- Soliciting contributions or participating in civic or charitable benefit and fund-raising programs.

The County *Volunteer Opportunities Directory* provides a comprehensive listing.

### 3. RECRUITMENT

Recruitment is the process of locating volunteers who have the skills and aspirations to fill expectations of volunteer opportunities with the County. Volunteer program coordinators may discover that everything they do carries an aspect of recruitment, for a volunteer who is enjoying the experience of volunteering is a prime recruitment resource. Volunteer programs can die if new volunteers are not generated, and to some extent new persons will volunteer and stay with a program if it has a good image, good morale and administrative support. Effective program administration, then, is motivated in part by recruitment needs.

Departments are encouraged to plan their recruitment efforts. This may take the form of an annual recruitment plan, where the needs of existing programs are considered as well as the need for volunteers for short projects and/or for new and emerging program initiatives. Existing programs will benefit from sustained recruitment rather than unplanned, haphazard, occasional and ineffective efforts. An annual recruitment plan can be based upon a newly developed or renewed assessment of need.

#### ASSESSMENT OF NEED

A needs assessment can be a valuable tool to help establish a new volunteer program or to locate volunteer opportunities which may not be addressed by an existing program. Assessments may be made through interviews, surveys, tests or by a task force or advisory committee. Keep in mind that County policy prohibits the replacement of a County employee by a volunteer. Tasks are developed into volunteer job descriptions on the basis of the information collected in a needs assessment.

#### JOB DESCRIPTIONS

Job descriptions are essential for the recruitment and placement of volunteers, and all volunteer jobs should have clearly written job descriptions. Written volunteer job descriptions include the essential elements about the job, the volunteer and the agency, as follows:

- Title of the Position: Provide a name for the position. Names are needed for volunteer positions so as to enable volunteers to identify and speak about the roles that they are fulfilling. Names can also help distinguish positions according to qualifications criteria.
- Sensitivity: Identify the position as either sensitive or non-sensitive. Sensitive positions require volunteers to agree to background checks, and the position must be included in the department's inventory of sensitive positions described elsewhere in this manual.
- Purpose: State the primary purpose of the position. The purpose may involve direct service to the public, indirect service and/or support of departmental

administration. Concentrate on program objectives here. Why has the position been created?

- Duties: List examples of what tasks are to be done. The list need not be exhaustive but should be specific and provide a good framework to describe the position.
- Qualifications: List whatever skills, aptitudes, knowledge, abilities, interests, attitudes, experience, character or personal traits are needed for the position.
- Time Requirements: Estimate the number of hours, duration, schedules, etc. that the position requires.
- Physical Requirements: State whether the physical requirements are light, medium or heavy.
- Site: Note the work location(s).
- Supervision: State the type of supervision which will be provided and the reporting requirements. State the degree to which the volunteer will be supervised by County staff or the degree to which the volunteer will be given latitude and freedom to exercise personal initiative.
- Other Requirements: What additional requirements, if any, must be met by a volunteer regarding such matters as a driver's license, professional qualifications, travel and expenses, medical clearances, etc.?

A volunteer position will be made stronger by integrating into it training, enriching experiences, interaction with County staff and opportunities to observe professional County staff at work.

There are a number of benefits that can be derived from maintaining written job descriptions.

- They provide an effective tool for recruiting volunteers and enable prospective volunteers to understand the role of a volunteer in a particular position.
- They are useful for conducting interviews and making individual job placements.
- They can also help create a positive image of your program management.

In all cases, departments must communicate the information in job descriptions to individual volunteers. Confirm that they understand and agree with what they are volunteering to do.

Written job descriptions should be updated as changes occur in the jobs, the department or the volunteer market. They should be seen as flexible instruments. Suggestions from the volunteers who do the work should be welcomed and carefully considered when rewriting job descriptions.

## **MASS RECRUITMENT**

In this approach to recruitment, a general appeal for volunteers is made. The appeal may be in the form of a public service announcement on television or radio or an article in a local newspaper. The general appeal describes the department's volunteer program and an interesting array of possible assignments or a special project.

This approach is most effective when a large number of volunteers are needed, especially for a short period of time. It may be for a weekend project to clear up the local canyons, beaches or a food project for the homeless.

## **TARGETED RECRUITMENT**

This approach selectively recruits the types of qualified volunteers needed to fill specific vacancies. It is designed to attract a volunteer with specific qualifications and relies on pre-planning that will:

- Ascertain the vacancies to be filled,
- Determine the desirable and necessary qualifications for volunteers,
- Determine where to best locate such volunteers,
- Consist of a precise recruitment message,
- Use media that best reaches desired volunteer, and
- Train recruiters on marketing the recruitment plan.

Be alert to the possibility that a person who has been rejected from filling one position may well be interested and capable of filling another position, in any of the departments of the County.

## **BROADCAST MEDIA CONNECTIONS**

The Southern California Broadcasters Association, Inc., provides a listing of all radio and television stations for Los Angeles County. This document also provides the station addresses, telephone numbers, contact persons and material requirements. To obtain the list write to the Association. See Appendix 2 for the current address.

## **SCBA NUMBER**

The Southern California Broadcasters Association (SCBA) issues Public Service File Numbers to non-profit, tax exempt philanthropic or cultural organizations. While a SCBA number is not mandatory to obtain free public service from the broadcast media, it is expedient.

When a station's public service or public affairs director see's the SCBA number in the lower right hand corner of your copy, he or she knows all the preliminary clearance work has already been done.

The issuance of a SCBA number is a service performed for the SCBA member stations. The qualifications are mandated by the public service directors of those stations. However, a SCBA number is not a legal requirement for public service air time.

In order to expedite the acceptance of copy or tapes submitted for broadcast, include a County SCBA number on all correspondence. Call the Public Affairs Division of the Chief Administrative Office to obtain the current County SCBA number.

## **SELECTION**

The universal method used to select volunteers is the personal interview. However, telephone interviews are also appropriate. The interview is a purposeful conversation in which both the volunteer and interviewer exchange meaningful information about the qualifications and interests of the volunteer and the opportunities and expectations of the department.

Use of a *Volunteer Services Application* form can be of assistance for an interview. This information and that shared during the interview will determine the best possible assignment for the volunteer. It is possible for this process to result in modification of an existing volunteer job or in the creation of an entirely new job to fit the volunteers' qualifications and interests.

# COUNTY OF LOS ANGELES VOLUNTEER SERVICES APPLICATION

*Thank you for considering Los Angeles County as an opportunity for your volunteer activity. Please provide the following information:*

Your Name: \_\_\_\_\_  
 Street Address: \_\_\_\_\_  
 City: \_\_\_\_\_ Zip Code: \_\_\_\_\_  
 Telephone Number: (    ) \_\_\_\_\_ Circle One:    Home    Business

Place checks in the following chart to indicate the periods of time which you currently have available for volunteer activity:

	Morning	Mid-Day	Afternoon	Evening
Mon				
Tue				
Wed				
Thu				
Fri				
Sat				
Sun				

What skills do you have, such as typing, use of a computer, artistic abilities, etc.

\_\_\_\_\_  
 \_\_\_\_\_

Check any of the following that describe your current situation:

<input type="checkbox"/>	I am currently employed.	Where? _____
<input type="checkbox"/>	I am a student.	Where? _____
<input type="checkbox"/>	I am a County employee.	Department? _____
<input type="checkbox"/>	I am a retired County employee.	Department? _____
<input type="checkbox"/>	I am able to volunteer only until:	Date? _____

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## **RETIRED COUNTY EMPLOYEES**

All retired County employees are eligible to become members of the retired County employees volunteer corps. To ensure the orderly placement of retired volunteers, the volunteer corps may be divided into four general categories: (1) Management, (2) professional, (3) Trades, and (4) Clerical. The use of categories appreciates the individual differences found among County volunteers. These categories also serve as a recruitment tool.

A second categorization of volunteer corps members is by area of interest. This categorization carries more weight than categorization by skill in that it reflects the volunteer's preferred assignment.

Possible categorization of interest included, but are not limited to:

- Health Services/Mental Health
- Culture/Recreation
- Public Works/Trades
- General Government Services
- Protective Services
- Public Social Services/Children's Services

A third categorization of volunteer corps members is by length of time willing to volunteer. Two groups are suggested: (1) one day only, or (2) more than one day. Placement in a category is intended to best reflect the retired employee's work skills and preferences.

Procedures should facilitate the identification of retirees and their invitation to join the volunteer corps. All procedures must satisfy three criteria:

- The Volunteer Coordinator is notified of an employee's retirement.
- The retiring employee is informed regarding the volunteer corps.
- Volunteer coordinator invites the retired employee to join the Volunteer Corps.

Departments may call upon their volunteer corps or those of other departments to fill volunteer needs either within or outside the County. Volunteer Coordinators are encouraged to call other County departments when their volunteer corps cannot fill a need.

Retired County employees can be recruited through the Retired Employees of Los Angeles County (RELAC) and the Los Angeles Employees Retirement Association (LACERA) as well as through professional associations that maintain contact with retired members. See Appendix 1 for the current addresses and telephone numbers.

## **OTHER RECRUITMENT RESOURCES**

There are many resources for recruiting volunteers in addition to the media.

- The principal community agencies outside of government in Los Angeles County with a primary mission of recruiting volunteers are the Volunteer Centers. The Volunteer Center of Los Angeles can provide information about its services both in the areas of recruitment and in identifying resources to support volunteer program development. See Appendix 2 for the address and telephone number.
- If you have an interest in obtaining volunteers for a short-term project (one day or part of a day), L.A. Works may have the answer. This is a local community agency that recruits volunteers primarily for weekend projects. See Appendix 2 for the address and telephone number.
- Colleges and secondary schools are becoming increasingly interested in volunteer experience for their students. Nearly every one of the schools would be interested in learning about volunteer opportunities for young people. Large universities, such as the University of Southern California, have very extensive volunteer programs for both their students and current and retired professors.
- Senior volunteers can be reached through senior citizen centers and retirement residential centers. These agencies frequently publish newsletters that would welcome notices of opportunities in County departments.
- City governments sometimes have community program directors on their staffs who welcome information about volunteer opportunities, especially if the opportunities are in their cities.
- Opportunities to speak to community groups should be encouraged, and volunteer program coordinators need to develop tools for effective presentations. This includes compiling photographs, slides, printed materials, news releases, display materials, etc. that will interest an audience.
- Keep your department administration informed. They can be effective informal recruiters.
- A good source for volunteer recruitment is your current volunteers. Tell them about your volunteer opportunities and provide them with the information they will need to do recruitment for you (flyers, pamphlets, memos, etc.).
- The employees of your department will potentially also recruit for you. Let them know about volunteer opportunities; post flyers in departmental facilities where they can be seen by both the public and by the departmental employees.
- If there is a need for volunteers with special knowledge and skills and no qualified persons are presenting themselves, consider creating a training program in the area of knowledge and skills that are required. Recruitment of volunteers can be made from graduates of the training program.

This list is not exhaustive and does not include such obvious resources as churches and other community and fraternal organizations. A strong departmental volunteer recruitment plan will be based upon clear identification of resources and a systematic and consistent method for distributing notices of volunteer opportunities.

## **4. VOLUNTEER DISASTER SERVICE WORKER**

The State Government Code and County Code both contain sections that stipulate State and County actions and responsibilities during a disaster, state or war emergency. During such emergencies all public employees and volunteers are declared to be "Disaster Services Workers" (Section 3100, Government Code).

The California Emergency Council defines a Disaster Services Worker to include all "public employees . . . and any un-registered person impressed into service." The California Emergency Services Act requires that such persons be registered by a local Disaster Council or the State Office of Emergency Services.

Disaster Service Workers must also sign an oath or affirmation of loyalty to the Constitution of the United States and the California Constitution. The above requirements and definitions are intended to facilitate filing of any worker's compensations claims.

### **WORKER'S COMPENSATION**

All County volunteers are eligible for worker's compensation benefits if injured in the course of performing emergency or disaster relief functions for the County of Los Angeles.

Departments must keep records of time worked by a volunteer during a disaster or state of emergency.

### **REGISTRATION**

Departmental Volunteer Coordinators are responsible for assuring that all County volunteers who may provide service during a disaster or emergency are registered with the Emergency Management Council, the County's local disaster Council. Registration may occur before an actual disaster strikes.

Departments may copy the registration form on the following page. Send completed form to the Emergency Management Council. See Appendix 1 for the current address.

Retain a copy of the registration and provide a copy to the volunteer.

### **MINORS**

Volunteers under 18 years of age are eligible to be certified as a Volunteer Disaster Services Workers. Registration must include a letter of parental or guardian consent and emergency medical release.

Departments are encouraged to develop guidelines that limit minor volunteer disaster service workers to participation in low risk activities that are fully supervised.

# VOLUNTEER DISASTER SERVICES WORKER REGISTRATION

## PLEASE READ CAREFULLY BEFORE PROCEEDING

The California Emergency Services Act requires that volunteers providing emergency services for the County of Los Angeles be registered in accordance with rules and regulations adopted by the California Emergency Council.

The information on this form is needed to protect volunteer personnel, who contributed their services during emergencies.

LAST NAME	FIRST NAME	MIDDLE NAME
HOME ADDRESS		
WORK ADDRESS	WORK TELEPHONE NO.	
PERSON TO BE CONTACTED IN EMERGENCY		ADDRESS TELEPHONE NO.
BIRTHDATE	SOC.SEC.NO.	SEX AGE HEIGHT WEIGHT HAIRCOLOR EYE COLOR
DRIVER'S LICENSE NO.	STATE CLASS EXPIRATION	FOREIGN LANGUAGES SPOKEN
SPECIAL SKILLS (COMPUTER, SEARCH AND RESCUE, HEAVY EQUIPMENT, ETC.)		
EXISTING HEALTH PROBLEMS (IF NONE, WRITE NONE)		RESTRICTIONS (WORK HOURS, ETC.)

## LOYALTY OATH OR AFFIRMATION (GOVT. CODE SEC. 3102)

I, \_\_\_\_\_, do solemnly swear (or affirm) that I will support  
(Print Name of Volunteer)  
and defend the Constitution of the United States and the Constitution of the State of California against all enemies, foreign and domestic; that I will bear true faith and allegiance to the Constitution of the United States and the Constitution of the State of California; that I take this obligation freely, without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the duties upon which I am about to enter.  
I certify under penalty of perjury that the foregoing is true and correct. Taken and subscribed before

me on this \_\_\_\_\_ day of \_\_\_\_\_ 20 \_\_\_\_\_  
Signature of Volunteer

\_\_\_\_\_, California  
Signature of Authorized Official (Disaster Council Member or Designate)

## TO BE COMPLETED BY EMERGENCY OPERATIONS STAFF

REGISTERED BY	DATE	DATE ASSIGNED
ASSIGNED UNIT	LOCATION TEL NO.	UNIT SUPERVISOR
DISASTER SERVICES WORKER CLASSIFICATION	LONG TERM	SHORT TERM
EQUIPMENT ISSUED (HAND TOOLS, SECURITY CODES, COMPUTER ACCESS, KEYS)		

## **5. PLACEMENT**

### **INTERVIEW PROCESS**

An interview with a prospective volunteer should be a pleasant experience, without stress and an opportunity to exchange helpful information. Set aside 20 to 30 minutes of uninterrupted time for the session with the volunteer. Preparation can help assure its success. Select a room or place that is reasonably quiet, private and relatively free from disruptions. Develop a written interview plan prior to the actual interview. An interview plan includes the following:

- Introductions,
- Purpose of the interview and procedure to be followed,
- Reasons for the person's desire to volunteer,
- Specific interests of the volunteer,
- Information on the departments volunteer opportunities,
- Review of volunteer's relevant previous work and volunteer experience,
- Discussion of departments expectations (hours, commitment, behavior), and
- Agreement on the best assignment for the volunteer.

The atmosphere should be warm, friendly and comfortable but businesslike. Interview questions should be open-ended and designed to encourage free expression and discussion of points of mutual concern. Thank the person for their interest in volunteering with Los Angeles County. Always inform the person you have interviewed of the disposition of the application.

Long processing time will mean the probable loss of the prospective volunteer. If there is a delay in placement, contact should be maintained with the person who has been interviewed, to keep them informed of the status of the placement process.

As soon as possible following the offer and acceptance of an ongoing volunteer position, arrange a placement interview with the person who will supervise the volunteer.

### **ENROLLMENT**

Volunteer coordinators should assure that all volunteers who will be providing ongoing services are formally enrolled and assigned to a Volunteer Worker Without Compensation position. The volunteer enrollment form may capture the following information (see example):

- Name of the Volunteer and Residence Address
- Date of Birth and Social Security Number
- Assignment
- Driver's License Number and Driver's Insurance Carrier
- Person to Notify in Emergency
- List of Machinery and/or Heavy Equipment to be Operated
- Professional or Technical Licenses

### **ASSIGNMENT AGREEMENT**

Once a decision has been made to place a volunteer, an assignment agreement between the volunteer and the department must be completed, preferably in writing.

The agreement should cover those items necessary to assure a clear understanding of expectations, roles and responsibilities of both the volunteer and the department. The following is a sample list of the points to which both parties would agree.

The volunteer agrees to:

- Accept job responsibilities and participate in training;
- Accept guidance of a supervisor;
- Work a specific number of hours;
- Follow rules, regulations and policies; and
- Notify the supervisor of absences and incidents of injury.

The department agrees to:

- Provide orientation and training;
- Provide supervision;
- Hold to an agreed work schedule;
- Fully inform the volunteer of medical and liability coverage; and
- Keep documentation of all incidents of injuries or possible claims.



## COUNTY OF LOS ANGELES VOLUNTEER ASSIGNMENT AGREEMENT

VOLUNTEER	DATE ASSIGNED
ADDRESS	PHONE NUMBER (        )
OFFICE LIAISON OR VOLUNTEER COORDINATOR	
ADDRESS	PHONE NUMBER (        )
VOLUNTEER AGREES TO PROVIDE THE FOLLOWING SERVICES:	
<p><b>VOLUNTEER RESPONSIBILITIES AND LIMITATIONS</b></p> <ol style="list-style-type: none"> <li>1. Keep confidential all information as required.</li> <li>2. Refrain from publishing any data gathered during the volunteer assignment or disseminating commercial advertisements, press releases, opinions or feature articles without prior written consent of the Volunteer and Special Programs Director.</li> <li>3. Refrain from any type of solicitation or charging, requesting or accepting any fee, gift, reward or payment of any kind from individuals or staff for any services rendered as a volunteer.</li> <li>4. Refrain from offering medical and/or legal advice and referral to individuals, even though you may be asked for such.</li> <li>5. If you drive your car as part of your volunteer assignment, you must maintain a current driver's license and automobile liability insurance.</li> <li>6. Report immediately any known or suspected incident of abuse to children, dependent adults, or elders, to a child protective services agency, the Elder Abuse Hotline, County Long Term Care Ombudsman or local law enforcement agency as well as to the Volunteer Coordinator.</li> <li>7. Refrain from performing duties other than those listed above. If you want to provide new or additional services, a new agreement must be completed.</li> <li>8. Refrain from handling personal resources such as bank accounts, cash, checks, notes, mortgages, trust deeds, sales contracts, stocks, bonds, certificates or other liquid assets of individuals with whom you are working as a volunteer.</li> <li>9. If you assignment is with a child, always carry your "Field Trip Authorization" form with you during activities.</li> <li>10. Complete a report of your volunteer hours each month.</li> <li>11. Always carry or wear your "Volunteer Photo Identification Card" when engaged in activities as a volunteer for this program.</li> <li>12. Contact the individual with whom you are working as a volunteer, Office Liaison or Volunteer Coordinator whenever you cannot follow through with prearranged plan.</li> <li>13. Contact the Office Liaison or Volunteer Coordinator immediately when any problems arise, i.e., if you or the individual with whom you are working is injured in the course of your volunteer assignment, when you are unable to contact individual, or when you feel that changes need to be made in your assignment.</li> </ol>	
I HAVE READ THE UNDERSTAND THE RESPONSIBILITIES AND LIMITATIONS AS STATED ABOVE AND I AGREE TO ABIDE BY THEM IN CARRYING OUT MY DUTIES.	
VOLUNTEER'S SIGNATURE	DATE

**RETENTION:**  
3 yrs. after Volunteer is inactive

**DISTRIBUTION:**  
ORIGINAL: Program Section Personnel Folder  
FIRST COPY: Volunteer  
SECOND COPY: Volunteer's Office Personnel Folder, if applicable

VP 11 (8/92)

### **ONE-TIME-ONLY VOLUNTEERS**

A number of volunteer projects call for one-time-only volunteers, and for these projects it is not practical to formally enroll each volunteer. Records should be kept of the names of the volunteers and their service, including the following information should for departmental records:

- Number of Hours Each One-Time-Only Volunteer Worked (May be Estimated),
- Total Number of Volunteers Engaged in the Project.

### **VOLUNTEER GROUP ENROLLMENT**

When groups of persons volunteer (a Boy Scout troop, for example), formal enrollment of each volunteer is impractical. In these cases, a group enrollment form may be used. Such a form would include the following information:

- Name of the Group,
- Names and Titles of the Group Leader(s),
- Address and Telephone Number of the Group Leader(s),
- Parent Organization of the Group,
- Names of Persons in the Group who are Volunteering, and
- Number of Hours Worked (may be estimated).

### **VOLUNTEER WORKER WITHOUT COMPENSATION**

The Los Angeles County Code, Chapter 6.06, authorizes department heads to fill as many "without compensation" positions as are authorized for his/her department. Section 6.06.020 creates additional positions as follows:

- Fifty times the regular number provided for each item number in the Mechanical, Road and Forester and Fire Warden Departments; and
- Five times the number provided for each item in all other departments; and
- Fifty positions of each item listed in Sections 6.28.060 of the County Code, "Positions Without Compensation."

The Code authority makes it possible to assign a volunteer worker to a separate ordinance position, without compensation, as they are formally enrolled. Providing an official position, without compensation, for each volunteer, assures that each volunteer is covered by County liability and accident insurance programs.

Volunteer program coordinators should ensure that there are a sufficient number of "Volunteer Worker Without Compensation" positions (Item 9535) in their

respective personnel staffing ordinances or in the Flood Control District salary ordinance.

The volunteer program coordinator should make appropriate department staff aware of any insufficiency in the number of available volunteer worker without compensation positions. The department can then increase the specific number of volunteers without compensation positions in the next fiscal year's budget request.

## **6. SECURITY**

### **PLACEMENT OF VOLUNTEERS WITH CRIMINAL RECORDS**

It is the policy of the County to place a volunteer with a criminal background, providing the background does not pose a significant risk in terms of the volunteer's assigned duties.

A criminal background investigation shall be completed on all volunteers applying for or assigned to a sensitive position.

When an ex-offender applies for a volunteer assignment or transfers to a sensitive position, the departmental volunteer coordinator will request and evaluate the criminal record information on only those offenses related to the work of the sensitive position.

Background investigations shall not be conducted for the sole purpose of excluding ex-offenders from County volunteer work. Such investigations will be used to aid in placing ex-offenders in volunteer positions.

All criminal background information on a volunteer applicant/worker is strictly confidential. Criminal records information must be kept secured at all times. No unauthorized person may view these records. Information may be disclosed in confidence to other County authorities on a need-to-know basis.

Reports of a volunteer's arrest after placement are not retained on file unless the arrest results in a conviction. Ordinarily the volunteer is retained in the position unless the volunteer is found guilty of a crime that is incompatible with the duties of his/her position. Departments may, however, dismiss or transfer any volunteer if it is determined that the volunteer has demonstrated behavior that is incompatible with the duties of his/her position or the mission of the department.

### **EVALUATION CRITERIA**

In evaluating whether a volunteer applicant may be rejected for work placement or transfer to a sensitive position, the operating department shall consider the following criteria:

- The nature and seriousness of the offense(s), and the circumstances under which the offense(s) occurred,
- The age of the person at the time the offense(s) was committed,
- The recency of the offense(s),
- The number of convictions,
- The relationship of the offense(s) to the sensitive position for which application is made,

- Evidence of rehabilitation and maturation, including the volunteers employment record with respect to job responsibility and duration and other volunteer efforts,
- Truthfulness in admitting previous record,
- Attitude of applicant, and
- Other factors relevant to the volunteer's suitability for the job, e.g., maturity, attitude, honesty.

### **CRIMINAL BACKGROUND CHECKS**

The Sheriff's Department is the County Criminal Records Security Officer for the purposes of fingerprint processing and review and evaluation of criminal offender record information for employment and volunteer purposes.

County law enforcement agencies that currently process their own background checks need not go through the Sheriff's Department.

To initiate fingerprint card processing by the Sheriff's Department, each department must establish a Departmental Service Order number (DSO) with the Auditor-Controller. This creates a fund for billing purposes. The Sheriff's Department will bill each department on a monthly basis.

Each department must provide the Sheriff's Department with an updated list of sensitive positions that require a criminal history check and the offenses that are incompatible with each position.

The Sheriff's Department will review the applicants' criminal history. Reported convictions will be compared against the departments' criteria for the specific position.

Departments will be notified by mail of the results.

Send completed fingerprint cards to the Criminal Records Security Officer. See Appendix 1 for the current address. Any questions regarding this procedure may be directed to the Criminal Records Security Officer.

### **CONSENT**

A consent statement authorizing the County to conduct a criminal background investigation must be signed by the volunteer applicant prior to initiation of the background check. The following is an example of a consent statement:

*I hereby certify that all statements made in connection with this application for volunteer work are true to the best of my knowledge.*

*I hereby authorize the County of Los Angeles, (name of department), to obtain a record of my criminal convictions from the California Department of Justice or any other agency that collects records of criminal convictions.*

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## **GUIDELINES FOR IDENTIFYING SENSITIVE POSITIONS**

Each department has the authority to determine which volunteer assignments constitute sensitive positions. A background check of criminal convictions must be initiated before a volunteer is assigned to a sensitive position.

A sensitive position may include but is not limited to positions that:

- Involve access to or custody of cash, equipment, drugs, or confidential information;
- Involve the rendering of one-on-one services to children, adults or senior citizens;
- Dispense County benefits to the public.

## **POTENTIALLY DISQUALIFYING JOB-RELATED OFFENSES**

The following is a list of offenses which, under certain conditions, may be incompatible with specific functions associated with volunteer work assignments; however, the list is intended only as a guide and is not comprehensive:

### Function - Access to Funds or Negotiable Instruments

Bribery  
Embezzlement  
Forgery  
Fraud  
Receiving Stolen Property  
Robbery  
Theft

### Function - Access to Confidential or Classified Materials

Extortion  
Forgery  
Fraud  
Perjury  
Receiving Stolen Property  
Robbery  
Theft

### Function - Charge of or Access to County Property

Embezzlement  
Robbery  
Receiving Stolen Property  
Theft

Function - Protection of Persons or Property (Law Enforcement)

Assault  
Drug or Narcotics Offenses  
Child Molestation/Abuse  
Embezzlement  
Forgery  
Fraud  
Homicide  
Intoxication  
Kidnapping  
Robbery  
Sex Offenses  
Theft

Function - Access to or Charge of Drugs or Narcotics

Drug or Narcotics Offenses  
Embezzlement  
Forgery  
Fraud  
Receiving Stolen Property  
Robbery  
Theft

Function - Individual Contact with or Care or Supervision of Minors

Assault  
Child Molestation/Abuse  
Chronic or Recurrent Alcoholism  
Drug or Narcotics Offenses  
Homicide  
Kidnapping  
Manslaughter  
Offenses Against Minors  
Sex Offenses  
Rape  
Robbery  
Theft

Function - Individual Charge, Care or Supervision of the Elderly

Assault  
Child Molestation/Abuse  
Drug or Narcotics Offenses  
Embezzlement  
Forgery  
Fraud  
Homicide  
Intoxication  
Kidnapping  
Manslaughter

Rape  
Receiving Stolen Property  
Robbery  
Sex Offenses  
Theft

Violation of any certification or licensing provisions relating to duties of the position in question may also be the basis for disqualification.

### **CONTROL OF SENSITIVE POSITIONS**

Departments are encouraged to create a control file of all sensitive positions. The file should list all sensitive positions and include the following information:

- Title of the Volunteer Position,
- Description of Volunteer Duties for Each Sensitive Position,
- The Incompatible Criminal Offenses for Each Sensitive Position,
- Specific Reason(s) the Criminal Offense(s) is/are Incompatible with the Volunteer Duties,
- Name(s) of Volunteer(s) Assigned to Each Sensitive Position,
- Date Volunteer Started Service, and
- Name of Departmental Person Designated to Maintain the Control File.

Placement counseling must be provided to persons with criminal backgrounds. The volunteer applicant's entire background, rehabilitation, qualifications and interest must be reviewed when considering placement. Counseling sessions must be documented and maintained for future reference.

***All criminal background data on an individual volunteer applicant are strictly confidential and shall be kept secured at all times. The data shall be disclosed for official inquiries only.***

## 7. ORIENTATION AND TRAINING

### ORIENTATION

Orientation of new volunteers provides them with background and general information about the department and enables the volunteers to understand how their volunteer positions fit in with overall operations. The volunteers will be better able to understand how their work contributes to the mission of the department and its services to the public.

An orientation session may cover the following topics:

- Overview of Los Angeles County Government,
- Overview of the Role of the Board of Supervisors,
- Department's Mission, Programs and Structure,
- Objectives, Services and Staffing of the Departmental Volunteer Program,
- Orientation to the Facility and Equipment,
- Personal Introductions to Key Staff Members,
- Introduction to Key Volunteer Policies and Procedures, such as Record-Keeping, Supervision, Training, Benefits, Accident and Liability Insurance.

The content of the orientation will vary from department to department, depending on the special situations unique to each department. Basically it's a matter of how much a volunteer should know in order to feel a member of the departmental team and to be a faithful representative of the department to the general public.

Include key departmental staff as instructors where possible. The orientation should be designed so that the volunteers will freely participate in asking questions and sharing their thoughts and feelings. The *Volunteer Service Agreement* should also be discussed during the orientation.

### TRAINING

All volunteers must receive training necessary to enable them to do the work of their volunteer assignments. This training may be on-the-job or formal in-service group training. The training should take into consideration individual needs, knowledge, abilities and skills and should focus on the content of the job itself.

A logical starting point for planning volunteer training is the job description. The actual job duties and responsibilities should be matched against the individual's knowledge, abilities and skills. If the individual lacks the required knowledge, abilities or skills; then training should be directed to fill in the gaps. If the individual already possesses the required knowledge, abilities and skills; then training should concentrate on operational procedures.

In almost all instances, the supervisor will conduct on-the-job training. The supervisor will:

- Inform the volunteer of the work location, the equipment, the supplies and facility;
- Confirm the actual working hours and work schedule with the volunteer; and
- Assure that the volunteer is knowledgeable of the basic administrative policies and procedures, such as, performance evaluations, letters of recommendation, the use of volunteer experience to qualify for permanent employment, benefits (uniform expenses, meals, reimbursements, etc.), emergency procedures, accident and liability insurance, attendance policies, illness and disciplinary matters.

Volunteer training must be specific and practical. The volunteer must know, at the end of training, what he/she will do, should not do, when to seek help, why the job needs to be done, how, when, and where it is to be done.

The volunteer must gain an understanding of his/her role in the job and program. This understanding also includes an understanding of the roles of others in his/her work situation. It includes an understanding of the actual working relationships the volunteer will experience.

The recruitment of the volunteer continues throughout the volunteer's stay with the department. Make every effort to be hospitable, friendly and appreciative of the volunteer's goodwill, generosity and work. The volunteer should be made to feel like a full-fledged member of the departmental work team. This care and concern for the volunteer should be present in all of the working relationships with the volunteer.

Additional training can be secured from adult and continuing education courses, college courses, conferences, community centers, high schools, County-sponsored training programs and staff meetings. The volunteer's supervisor should suggest these developmental opportunities, when appropriate.

## **SUPERVISION**

### **VOLUNTEER'S FILE**

Record keeping benefits the department by providing information for future surveys, reports or insurance company investigations of a volunteer accident or liability claim.

An ongoing volunteer's file may include, but is not limited to, the following:

- *Volunteer Service Application Form,*
- *Volunteer Enrollment Form,*
- *Assignment Agreement Form,*
- *Volunteer Work-Related Mileage and Travel,*
- *Hours Worked,*
- *Record of Training,*
- *Dates Started and Ended Volunteer Service with the Department,*
- *Progress Notes and Performance Evaluation Memos, and*
- *Results of Background Checks (When Applicable).*

### **PROGRESS NOTES**

The County of Los Angeles and many other public and private organizations accept volunteer work as qualifying experience for certain jobs. Prospective employers require detailed information on starting and ending dates, the total number of hours worked and duties. Progress notes create an important record which can be consulted in the future to provide referral information to prospective employers.

### **PERFORMANCE EVALUATIONS**

Although evaluations are not practical for short-term volunteers, i.e., less than six months, they are essential for long-term volunteers. Volunteer performance evaluations should be completed once a year.

Volunteer evaluations should simply take the form of a memo to the volunteer's file. In all cases, the contents of the evaluation must be discussed with the volunteer. The evaluation should record the rating period, the volunteer's duties and performance (competent, very good, outstanding) and comments regarding the volunteer's contributions or shortcomings.

In structuring a performance evaluation process, departments must keep in mind that the performance evaluation is a formalized feedback mechanism that is

designed to assure the accomplishment of specific organizational goals. When such feedback is acceptable to the individual volunteer it reinforces his/her direction, efforts and persistence. Supervisors responsible for volunteer worker performance evaluations must, therefore, maintain accurate records, be precise and above all, reasonable. Supervisors need to keep in mind that for individuals who work without compensation, i.e., volunteers, feedback is their greatest reward.

COUNTY OF LOS ANGELES  
VOLUNTEER PROGRAM - PROGRESS NOTES

Volunteer: \_\_\_\_\_ Identification Card Number: \_\_\_\_\_

Assignment: \_\_\_\_\_

Please type, print or write clearly.

Date:	
Person Making Entry:	
Position/Title:	

Date:	
Person Making Entry:	
Position/Title:	

Date:	
Person Making Entry:	
Position/Title:	

Date:	
Person Making Entry:	
Position/Title:	

Retention: Until the Volunteer or Group Becomes Inactive

**PERFORMANCE PROBLEMS**

The volunteer worker may become involved in performance problems of either a serious or minor magnitude. However, because of the nature of volunteer work, disciplinary action for minor performance problems is not appropriate. Minor performance problems by volunteer workers can generally be traced to a failure on the part of management to:

- Specify performance standards clearly in advance. Volunteers need to know what conditions exist when a job is done well or poorly.
- Remove obstacles to success. Being supportive is more than being tolerant of whatever happens; it extends to the active removal of obstacles to success. It includes the provision of ample or suitable tools and resources needed to do a job.
- Provide access to training. The key word here is "access." Management must make training available on two levels: 1) training designed to teach new skills, and 2) training designed to improve skills.
- Provide feedback. People need to know how well they are doing in their work while they are doing it. This means continuous feedback, not simply scheduled performance appraisals. Just as important, volunteer workers need feedback at the completion of a particular phase of a scheduled task.
- Encourage self-control. The most perfect form of control over performance is self-control. When the requirements and expectations of the job have been clearly spelled out, a responsible worker will practice self-control. Volunteers are driven by self-control. Every volunteer job must, therefore, contain methods for measuring one's own performance.

Sometimes a manager has done all she or he can to prevent poor performance, yet performance failures occur. In such cases, management must look for personal causes. If personal causes for failure can be identified, counseling, coaching, transfer or dismissal may be appropriate.

A volunteer shall be immediately dismissed for the following reasons:

- The volunteer poses a danger or threat to employees, clients or the public;  
or
- The volunteer commits an act of malice or gross negligence.

Unacceptable work behavior, i.e., a serious performance problem, by a volunteer is grounds for dismissal.

Serious performance problems include:

- Violation of County or department policy or rules;
- Unwillingness to comply with service agreement;
- Gross inability to handle the job; or
- Personality conflicts.

All decisions relating to dismissal of a volunteer will depend upon the individual circumstance. Departments shall not hesitate to immediately release the volunteer whose actions or behavior may be dangerous to others or a liability to the County.

## **EXPENSES, BENEFITS AND FEES**

Volunteers may be paid expenses, reasonable benefits, a nominal fee or any combination thereof without losing their status as volunteers. A listing of present volunteer assignments that provide such benefits is found under the heading titled, "Payment of Expenses, Benefits, or Fees."

Volunteers may be paid for:

- Approximate out-of-pocket expenses incurred incidental to providing volunteer service. For example, the cost of meals, uniform maintenance, wear and tear of personal clothing, transportation.
- Tuition and other costs associated with attending classes to enhance their performance as a volunteer.
- Service as an election precinct officer for the Registrar-Recorder/County Clerk Department.
- Service as a Foster Grandparent for the LAC+USC Medical Center. Benefits also include a free health examination, one free meal a day, transportation and a uniform or smock.
- Service as a Board of Supervisors appointed member to a standing County council, committee or commission.
- Service as a museum docent, in the form of a 20 percent discount on all purchases at the museum gift shop.
- Service as a reserve Deputy Sheriff, in the form of 17 weeks of Sheriff's Academy Training, personal equipment including leather and weapon, worker's compensation, legal counsel and death survivor benefits.
- Service as a physician intern for Health Services.

In all cases volunteers may only receive a nominal fee or payment for their service hours. A nominal fee or payment is not a substitute for compensation and must not be tied to productivity.

The following factors should be examined in determining whether a given fee or payment is nominal:

- The distance traveled and the time and effort expended by the volunteer far exceeds paid fee.
- Whether the volunteer has agreed to be available around the clock or only during certain specified time periods.
- Whether the volunteer provided services as needed or throughout the year. An individual who volunteers to provide periodic services on a year-around basis may receive a nominal fee without losing volunteer status.

- The total amount of payments made in the context of the economic realities of each particular situation.

In marginal cases, the department volunteer coordinator should contact the County Volunteer Program Manager, Chief Administrative Office.

## **9. RECOGNITION AND AWARDS**

It is the policy of the County Volunteer Program that volunteers receive recognition for their contributions on both an informal and formal basis.

### **INFORMAL RECOGNITION**

Informal recognition is ongoing. The appropriate and frequent use of informal recognition creates an atmosphere in which motivation is high. It might include:

- Giving praise for a job well done, when it is well done,
- Thanking a volunteer for his/her efforts,
- Recognizing the volunteer's Potential and using it,
- Asking a volunteer for his/her opinion,
- Increasing the volunteer's job responsibilities,
- Encouraging the volunteer's attendance at staff meetings,
- Allowing the volunteers to make decisions,
- Providing the volunteer with opportunities to upgrade skills through conferences, workshops or seminars.

### **FORMAL RECOGNITION**

On an annual basis, the Board of Supervisors, through the Office of Special Programs, sponsors a Volunteer Luncheon and Awards Ceremony at the Dorothy Chandler Pavilion. Members of the Board of Supervisors, department heads, volunteer coordinators, and special guests publicly acknowledge the outstanding contributions of County volunteers.

Departments are encouraged to conduct volunteer recognition ceremonies at least annually.

Departmental volunteer coordinators are responsible, following notification, for submitting nominations for County Volunteer of the Year and Youth Volunteer of the Year annually to the Chief Administrative Office.

The County's Volunteer of the Year and Youth Volunteer of the Year are announced at the annual Volunteer Luncheon and Awards Ceremony. Also honored are volunteers in other categories, such as senior, education, community service, arts and humanities, environment, health, public safety.

### **TYPES OF AWARDS**

The value of tangible awards cannot be overstated. Volunteers are motivated by feedback, i.e., recognition and awards.

Awards can be both tangible, such as recognition ceremonies, or intangible, such as fellowships, group affiliation, friendship and prestige.

Volunteers are motivated by psychological factors such as the desire to help others or the joy of the work itself. Awards, either tangible or intangible, confirm to the volunteer that he/she is appreciated.

## **10. STATISTICAL REPORT**

Departments using volunteers shall keep records of their service. Each department is responsible for providing the Chief Administrative Officer with statistical and program information on a quarterly basis. This information is used to create reports to the Board of Supervisors and is required by the Volunteer Insurance Program for the development of insurance rates.

The report form appears on the following page. Copy and submit as instructed by April 30, July 31, October 31, January 31 for each calendar year.

Include in your count all persons who meet the definition of volunteer as stated in this manual.

Exclude the following categories:

- Work Furlough Participants
- General Relief Work Project Participants

## COUNTY OF LOS ANGELES VOLUNTEER PROGRAM STATISTICAL REPORT

<b>Name of Department, Court or Health Facility</b>	<b>Reporting Period</b>	<b>Year</b>	
	Jan - Mar		Jul - Sept
	Apr - Jun		Oct - Dec

Program	Number of Volunteers	Number of Hours
<b>Total:</b>		

Send the completed report to County Volunteer Program Manager, Chief  
Administrative Office, 500 West Temple Street, Los Angeles, California 90012.

<b>Signature:</b>		<b>Date:</b>	
<b>Type Name:</b>		<b>Tel. No:</b>	(    )
<b>Type Title:</b>			

## **11. INSURANCE**

The Chief Executive Office, Office of Workplace Programs and Risk Management conduct an annual Fall Volunteer Insurance meeting at the Kenneth Hahn Hall of Administration, downtown Los Angeles. Departmental Volunteer Coordinators/Directors and Risk Managers are invited to attend the meeting.

The County buys a commercial insurance policy which reimburses Volunteers for those medical injury expenses immediately associated with an accidental injury incurred while performing their Volunteer work assignments.

### Eligibility

To qualify for coverage, a County volunteer must be formally enrolled in a program or activity sponsored by the County and adheres to established volunteer work assignment guidelines. The County Department to which the volunteer is assigned will advise the work duties and will keep an enrollment record to document participation as a volunteer.

---

## **12. RESOURCES FOR PROFESSIONAL DEVELOPMENT**

Resources are available within Los Angeles County that will enable County volunteer program coordinators and directors to pursue their professional development. These resources are within County government, in community networks, in educational institutions and in professional organizations.

County volunteer program directors and coordinators are encouraged to explore these resources, support the development and maintenance of professional standards, participate in organizations which enrich their skills and energy, draw upon opportunities to learn from experts in the field and share their growing knowledge with their colleagues.

### **COUNTY GOVERNMENT**

The Chief Administrative Office coordinates periodic meetings of all County volunteer program directors and coordinators. At these meetings, information is presented about the latest developments in County volunteer program administration, County policies and program administration resources. Guests are invited to make presentations.

Large County departments maintain networks of persons involved in volunteer program administration. They also sponsor meetings at which training and networking occurs as well as discussion of developing departmental policies and program requirements.

### **COMMUNITY RESOURCES**

The Volunteer Centers not only recruit volunteers but they also offer various types of support for the development of effective volunteer programs and administration.

### **EDUCATIONAL INSTITUTIONS**

Local colleges include courses in their schedules for volunteer program issues and administration. Some courses extend for a full semester while others are designed specifically for professionals at work in the field and are limited to weekends or other short time periods.

### **PROFESSIONAL ORGANIZATIONS**

The principal local professional organization, available to all persons in volunteer program administration, is the Directors of Volunteers in Agencies (DOVIA). DOVIA sponsors frequent meetings where networking occurs, information is provided regarding developments in the profession of volunteer administration and experts in the field make presentations. Numerous County volunteer program coordinators have served as officers of DOVIA in Los Angeles. DOVIA also sponsors or co-sponsors mini- and major-volunteer program administration conferences.

There are other professional groups which can provide support to volunteer program coordinators such as the National Docent Symposium Council.

