

VOLUNTEER SERVICES

VOLUNTEER SERVICES

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VOLUNTEER SERVICESMISSION OF THE VOLUNTEER SERVICES PROGRAM

The Iowa Department of Human Services Volunteer Services Program exists to enhance the delivery of services to Iowans in need. Volunteers under the supervision of paid staff assist in providing compassionate and caring service far beyond the services which could be provided by staff alone. In all cases, Department volunteers supplement paid staff rather than replacing staff. This staff-volunteer team approach results in extended services to clients and is an essential component in the broad delivery of services.

LEGAL BASIS

The legal basis for implementation of the Department's volunteer services program is Iowa Code Chapter 234, which gives the Department the responsibility to provide services to children and families. At times these services are provided by volunteers. The Harris Amendment (1969) to the Social Security Act required each state to move ahead progressively to encourage volunteerism on a state-wide basis when providing services to children and families.

Iowa Code Section 217.13 further delineates the Department's responsibility to establish volunteer programs, including, but not limited to, parent aides, friendly visitors, commodity distributors, clerical assistants, medical transporters, conservators, and guardians.

Registered volunteers of the Department are entitled to liability protection under Iowa Code Chapter 25A.

Chapter 12 of the Iowa Administrative Code 441 specifies Department policy regarding volunteers. Rule 441 IAC 150.5(234) specifies Department policy for contracts for the purchase of volunteer coordination.

DEFINITIONS

Definitions of specific terms used in this chapter are found throughout the text where the policies and procedures are discussed. However, certain generic definitions which are applicable broadly to the program are listed here.

Client: Any person who has applied to the Department and has been determined to be eligible for social services or public assistance benefits or who receives food commodities, or who resides in a Department institution. (Institution clients are sometimes referred to as patients or residents.) For purposes of the provision of volunteer services, this definition includes persons who may receive services consistent with the Department's mission, such as emergency aid, charitable acts, and community programs of a developmental or compassionate nature.

VOLUNTEER SERVICESDEFINITIONS (Cont.)

Contact person: The staff person designated to coordinate the volunteer services program at the regional level. This person functions at the direction of the regional administrator and with the advice and support of the volunteer program administrator.

Contractor: The person or agency with whom the Department has a contract for coordination of volunteer services. The contract language identifies the specific services to be provided by the contractor.

Department: Any institution, region, county office, or other administrative unit which is a part of the Department of Human Services.

Volunteer: A person or group serving at the direction of paid staff and registered with the Department to perform services for the Department without primary or immediate expectation of financial gain. This includes persons who may receive a nominal allowance which is considered to be less than market value for the services performed, and persons or organizations who provide in-kind goods or services. Also included are students who may be fulfilling a practicum or community service curriculum requirement.

Volunteer coordinator: The working title of a person or agency with whom the Department has a contract for coordination of volunteer services. (See Contractor.)

Volunteer program administrator: The staff person in central office who administers the Department's volunteer services program state-wide and is responsible for the provision of advice and support to field and institution staff.

Volunteer services director: The staff person responsible for the administration of volunteer services in a Department institution or region. This person functions with the advice and support of the volunteer program administrator.

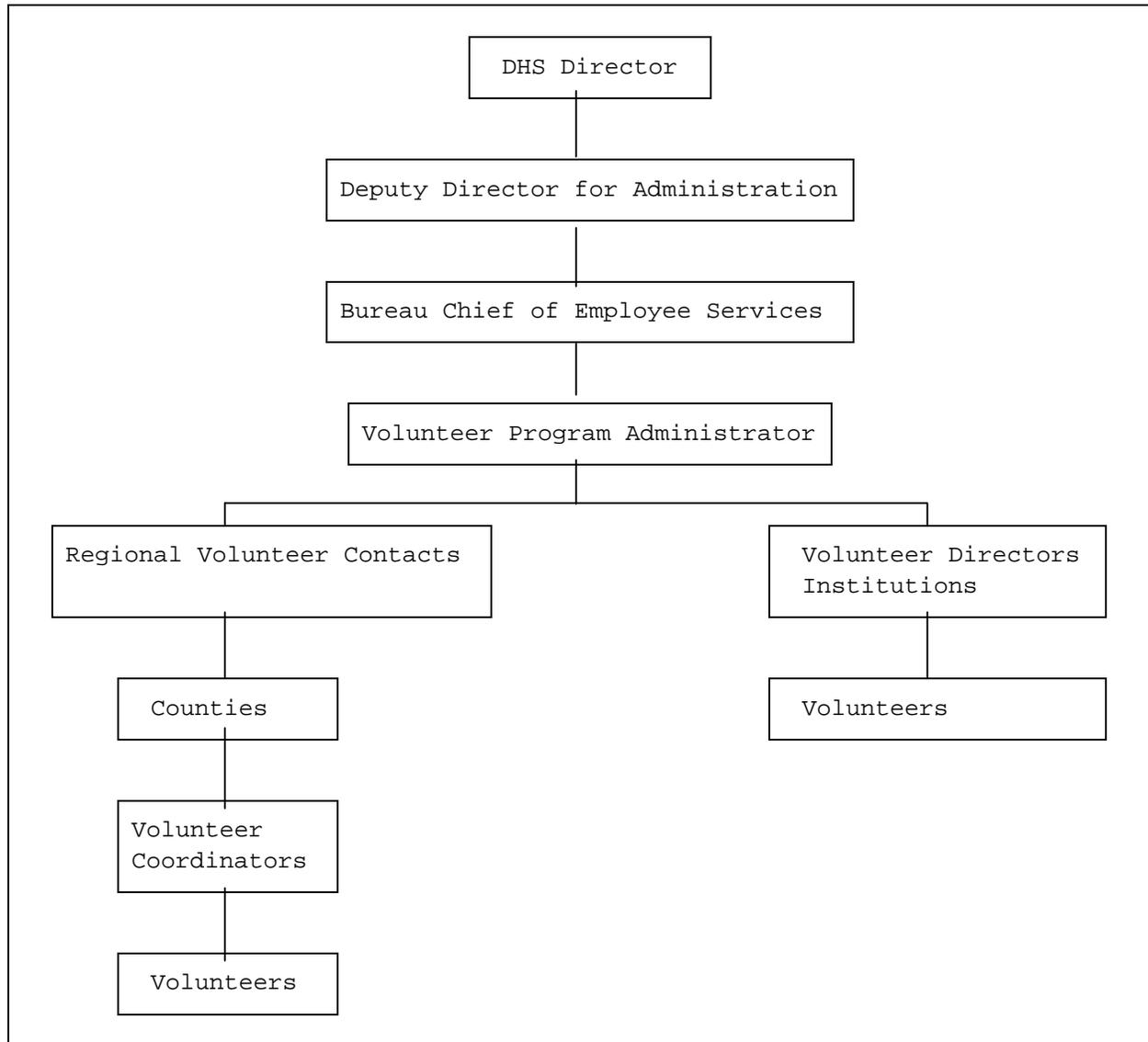
PROGRAM STRUCTURE**Policy**

The volunteer services program structure within the Department is comprised of a volunteer program administrator housed in central office, a volunteer contact person in each of the five regions, and a volunteer services director in each of the nine institutions. Some regions and institutions have full-time staff dedicated to the volunteer program. In all other locations, volunteer program management is provided by staff who have other job responsibilities as well. This structure is depicted in the following chart:

VOLUNTEER SERVICES

PROGRAM STRUCTURE (Cont.)

Comment



VOLUNTEER SERVICESPROGRAM STRUCTURE (Cont.)Regions and Counties**Policy**

Regional administrators, in conjunction with their respective area administrators, may determine the locations and scope of their volunteer services program.

Procedure

In the counties, administrative support contracts are generated with individuals or agencies to provide volunteer recruitment, screening, referral to staff, and initial orientation of volunteers. These contracts are typically generated by the project manager in the regional office. In counties where no contractor is in place, volunteer programming is coordinated by staff at the direction of the area administrator.

Institutions**Policy**

Each institution superintendent determines the scope of the volunteer services program within the institution.

Procedure

Typically, a full-time or part-time staff person is designated to manage the volunteer services program. This person recruits, screens, refers to staff, and does initial orientation of volunteers. This person generally is also responsible for recognition of volunteers, reporting of volunteer activity, and other volunteer services management functions.

Other Departmental Units**Policy**

Other administrative units of the Department may encourage the recruitment of volunteers to assist in the performance of their functions. Notably these units include the Bureau of Refugee Services and the Temporary Emergency Food Assistance Program (TEFAP).

VOLUNTEER SERVICES

PROGRAM STRUCTURE (Cont.)

Other Departmental Units (Cont.)

Procedure

The volunteer services structure in these additional administrative units may differ somewhat from the field and institution programs. However, they comply generally with the policies and reporting procedures outlined in this manual.

Resources

Policy

Combined state and federal funds are distributed to field locations at the beginning of each fiscal year.

Comment

Funding for the volunteer services program is possible through federal Social Service Block Grant funds and state-appropriated funds in the field. Costs incurred in providing volunteer services in the institutions are state-appropriated funds included in the institutions' budgets.

Legal reference: 441 IAC 112.2(234)

Procedure

Program funds are allocated to all regions and to all or some of the respective counties at the discretion of the regional administrator. Projected unspent funds are reallocated between counties or to other regions during the fiscal year as available.

Institution funding is managed by the respective superintendents.

ADMINISTRATION

Policy

Any administrative unit of the Department that wishes to have a volunteer services program has considerable latitude in the scope and design of the program. However, volunteer service programs must include at least the following components:

- A. At least one person, whether staff or a contractor, designated to coordinate the program.

VOLUNTEER SERVICESADMINISTRATION (Cont.)**Policy** (Cont.)

- B. A record-keeping system which ensures that volunteers are registered in compliance with this manual.
- C. A system for counting volunteer hours of service and reporting them to the volunteer services office.
- D. Staff who are willing to support and supervise volunteer activities.

Comment

Assistance in the establishment of new programs or expansion of existing programs is available through volunteer services directors, regional contact persons, or the Department volunteer program administrator.

Many paid staff are involved in the volunteer services program. Some staff persons are assigned full time to this program area. Others may devote varying amounts of time while completing other job responsibilities as well.

Following are various roles and responsibilities expected of persons involved in volunteer services. Whether these roles are assumed full time or part time, and whether one or more persons share responsibilities is left to the discretion of the appointing authority.

Volunteer Program Administrator**Policy**

The person in this position is responsible for the administration of the Department's volunteer services program state-wide. This person is in a support role in relation to field and institution volunteer services staff.

Procedure

The volunteer program administrator shall:

1. Develop policies and procedures which affect the volunteer services program statewide.
2. Develop and present the program budget annually.
3. Provide technical assistance to all Departmental units having a volunteer program.

VOLUNTEER SERVICESADMINISTRATION (Cont.)Volunteer Program Administrator (Cont.)**Procedure** (Cont.)

4. Develop, deliver, or coordinate training opportunities for contractors, staff and volunteers.
5. Review and process contracts for volunteer services coordination.
6. Assess contractors' annual reviews.
7. Secure and maintain statistical and program information monthly and annually from Departmental units.
8. Visit Departmental units annually to review program components and functions.
9. Compile and distribute a quarterly newsletter to all regions, counties, institutions, divisions, and volunteer coordinators.
10. Compile and distribute an annual report covering volunteer services programs state-wide.
11. Coordinate the Department's state-wide recognition of volunteers at the annual Governor's Volunteer Recognition ceremonies.

Volunteer Services Director**Policy**

This position or role exists primarily in the Department's institutions but can exist in regions as well. The person assigned may function full time or part time and may be assisted by others.

Procedure

Notwithstanding these persons' specific job descriptions, the following responsibilities are procedural expectations for the volunteer services program:

1. Planning. Participate in planning of the local volunteer program on an annual basis, to include goals and objectives, allocation of resources, and needs assessment as required.

VOLUNTEER SERVICESADMINISTRATION (Cont.)Volunteer Services Director (Cont.)Procedure (Cont.)

2. Recruitment. Arrange for the recruitment of volunteers consistent with available needs assessment data and staff requests.
3. Liaison. Serve as a communication link between local administration and the volunteer program administrator.
4. Reporting. Be responsible for the compilation and submission of required reports, including monthly activity data, annual report data, information regarding contributions, and other statistical and informational reporting as requested.
5. Record keeping. Be responsible for maintenance of information regarding registered volunteers and other program data.
6. Recognition. Arrange for appropriate recognition of volunteer service in the form of nominations to the Governor's annual volunteer award program, Departmental service recognition, and local formal and informal recognition opportunities.
7. Problem solving. Provide interpretation of program policies and procedures and participate in the resolution of any problems which may occur between volunteers, staff, and others.
8. Advocacy. Be active in supporting and encouraging the assignment of volunteers to meaningful tasks which assist staff and clients of the department. Promote and maintain the visibility of the program and assist in expansion of volunteer services as appropriate.

Regional Contact PersonPolicy

This position or role exists in each of the Department's regions. The person assigned may enlist the assistance of others in performance of some functions.

VOLUNTEER SERVICESADMINISTRATION (Cont.)Regional Contact Person (Cont.)**Procedure**

Notwithstanding these persons' specific job descriptions, the following responsibilities are procedural expectations for the volunteer services program.:

1. Planning. Participate in planning of the region and county programs on an annual basis, to include goals and objectives, allocation of resources, and needs assessment as required.
2. Volunteer coordinators (contractors). In conjunction with area administrators, arrange for recruitment of volunteer coordinators, be responsible for contract negotiation, and monitor and review contract performance annually.
3. Liaison. Serve as a communication link between local administration and the Department volunteer program administrator. This linkage includes:
 - a. Regular, periodic communication with volunteer coordinators.
 - b. Dissemination of information from Department volunteer services office.
 - c. Input regarding local events and news to the volunteer services office for inclusion in the volunteer newsletter.
4. Reporting. Be responsible for the compilation and submission of required reports including monthly activity data, annual report data, information regarding contributions, and other statistical and informational reporting as requested.
5. Recordkeeping. Ensure the maintenance of information regarding registered volunteers and other program data.
6. Recognition. Ensure the appropriate recognition of volunteer service in the form of nominations to the Governor's annual volunteer award program, Departmental service recognition, and local formal and informal recognition opportunities.
7. Problem solving. Provide interpretation of program policies and procedures and participate in the resolution of any problems which may occur between volunteers, staff, coordinators, and others.

VOLUNTEER SERVICESADMINISTRATION (Cont.)Regional Contact Person (Cont.)Procedure (Cont.)

8. Advocacy. Be active in supporting and encouraging the assignment of volunteers to meaningful tasks which assist staff and clients of the Department. Promote and maintain the visibility of the program and assist in expansion of volunteer services as appropriate.

Volunteer CoordinatorPolicy

This role exists in counties and regional offices where a contract has been generated with a person or agency to provide volunteer program coordination services.

Procedure

Although the contract language defines the specific tasks to be performed, generally the procedural expectations of a volunteer coordinator are as follows:

1. Recruitment of an adequate number of community volunteers to meet staff requests.
2. Screening interviews of potential volunteers to determine suitability and appropriate placement.
3. Referral of potential volunteers to staff for selection and placement.
4. Orientation of volunteers to general information about the Department and specific information regarding county office procedures affecting volunteers.
5. Maintenance of application and registration records.
6. Submission of monthly volunteer activity data and other reports as requested.
7. Participation in volunteer recognition activities.

VOLUNTEER SERVICESADMINISTRATION (Cont.)Staff**Policy**

Department staff are encouraged to request the assistance of a volunteer to enhance services available to our clients. Volunteers may be requested for both direct service delivery activities and indirect service of an administrative nature.

Procedure

The role of staff with regard to volunteers who assist them is as follows:

1. Select available volunteers whose skills and interests are most suited to the task to be performed.
2. Provide adequate training for the task and be available to respond to questions the volunteer may have.
3. Provide ongoing supervision of the volunteer.
4. Communicate procedural changes and additional training to the volunteer as appropriate.
5. Be willing to provide references and evaluation of the volunteer's performance as requested.
6. Recommend appropriate formal recognition as available and provide informal recognition as a part of the working relationship.
7. Regard the volunteer as a colleague and team member in the delivery of services to clients.

Volunteers**Policy**

Persons who serve as volunteers with the Department are expected to:

1. Accept the direction and supervision of staff.
2. Identify the amount of time and frequency of service they can reliably perform.
3. Observe rules and procedures of the Department as identified by staff.

VOLUNTEER SERVICESADMINISTRATION (Cont.)Volunteers (Cont.)**Policy** (Cont.)

4. Observe Department rules and existing statutes regarding confidentiality.
5. Seek additional information or clarification from staff whenever an unusual or problematic situation arises.
6. Represent the Department honestly and fairly in the community at large.

Comment

The Department seeks to recruit and place individuals and members of groups who are interested in assisting the department in delivery of services to our clients. It is never the aim of the Department to replace staff with volunteers; our goal is to enhance the services that can be provided by staff alone.

CONTRACTS FOR VOLUNTEER COORDINATOR SERVICES**Policy**

The regions enter into personal service contracts for volunteer coordination with individuals or agencies to recruit, screen, orient, and refer potential volunteers to requesting staff. The purpose of these contractual services is to provide volunteers to assist and enhance the delivery of services to clients.

Contracts shall be between the contractor and the Department of Human Services. Parties to the contract may include the contractor, the Department, the region, and the county or multicounty area.

Representatives of these entities shall include for the Department the area administrator, the regional administrator, and the Department volunteer program administrator.

Comment

Volunteer coordination services in the field locations of the Department are funded with federal Social Services Block Grant funds and state-appropriated funds. Allocations to each region are based on historical expenditures.

VOLUNTEER SERVICESCONTRACTS FOR VOLUNTEER COORDINATOR SERVICES (Cont.)**Comment** (Cont.)

A volunteer coordinator contract is between the Department and a contractor for the provision of volunteer services program coordination. This contract establishes the services to be provided, the fee for services, any additional expense reimbursement, and the method of payment, as well as any other negotiated conditions. Policies governing these contracts are found in the Iowa Department of Revenue and Finance Procedures Manual, Procedure 240.102, Personal Service Contracts.

Legal reference: 441 IAC 12.2(234)

Initiation of Contracts**Policy**

Regions of the Department may generate a volunteer coordinator contract for the region, a county, or multicounty area at the discretion of the regional administrator within the limits of available funds.

The region shall notify the general public of the availability of contractual funds for volunteer coordination services.

All interested potential contractors shall be given an equal opportunity to present their qualifications to perform the conditions of the contract.

Comment

Insofar as funding permits, it shall be the intent to provide volunteer coordination services to all field locations of the Department.

Legal reference: 441 IAC 150.5(1)

Procedure

Notification shall be distributed through the media or through notices or flyers placed throughout the geographic area to be served. Notices shall clearly state that contractual services are being sought, not to be confused with an offer of employment.

Preliminary discussion shall be held between the potential contractors, the area administrator, and the regional administrator or designee. Discussions shall include the requirements of the Department, any negotiable conditions, information as to the professional and technical qualifications of the potential contractor, and the contractor's ability to perform the conditions of the contract.

VOLUNTEER SERVICES

CONTRACTS FOR VOLUNTEER COORDINATOR SERVICES (Cont.)

Initiation of Contracts (Cont.)

Procedure (Cont.)

Contracts which total \$10,000 or more require additional selection procedures:

1. During contract proposal discussions, a selection committee with appropriate expertise shall be established by the area administration to assist in the evaluation of and final selection of a contractor. Two-thirds of the selection committee shall not be responsible for the contract administration.
2. A file shall be maintained at the agency documenting the selection procedures. This file shall contain information pertaining to bid solicitation, evaluation and rejection criteria, and any other pertinent contract information. The Departments of Revenue and Finance, Management, or Personnel may request to review this documentation at any time.

Upon evaluation and final selection of a contractor, a project manager shall be assigned to assist in the development of the contract proposal. The proposal shall include all requirements, conditions, negotiated agreements, and fiscal information.

Sole Source Selection

Policy

Sole source contracting in lieu of contractor solicitation and selection may be justified when:

- a. A single potential contractor is determined to be obviously the most qualified or eligible to perform the service, or
- b. The work is of such a specialized nature or related to a specific geographical location, that a single source by virtue of experience, expertise, or proximity could most satisfactorily complete the work.

VOLUNTEER SERVICESCONTRACTS FOR VOLUNTEER COORDINATOR SERVICES (Cont.)Initiation of Contracts (Cont.)Sole Source Selection (Cont.)**Comment**

When a contract is being considered with the same contractor as the previous fiscal year, the previous contractor may be considered to be the most qualified by virtue of experience. Also, when the services are to be performed in a small county or limited geographic area, a single local individual or agency may be selected by virtue of proximity.

Procedure

When a potential contractor is selected as a sole source, a statement of justification including the basis upon which a particular source is selected shall be attached to the contract proposal.

Contract Proposal Approval**Policy**

Before the proposed contract can be effective, it shall be signed by the following persons:

- a. The contractor or the authorized representative of the contractor agency.
- b. The area administrator of the county or multicounty area to be served.
- c. The regional administrator.
- d. The Department volunteer program administrator.

Conditions of proposed contracts shall not be performed until all signatures and approvals are obtained.

Comment

Legal reference: 441 IAC 150.5(1)"d"

VOLUNTEER SERVICESCONTRACTS FOR VOLUNTEER COORDINATOR SERVICES (Cont.)Initiation of Contracts (Cont.)Contract Proposal Approval (Cont.)**Procedure**

After development of the proposed contract and signature by the individual contractor or the authorized representative of the contractor agency, the project manager shall move the contract through the approval process. The project manager shall forward the contract to the respective locations and obtain all necessary approvals.

Upon receipt and approval of the proposed contract, the Department volunteer program administrator shall assume responsibility for moving the contract through the final steps of the approval process.

Comment

Normal processing time for contract approvals once the contract is received by the volunteer program administrator is two to three weeks. This processing time, along with local approval time frames, must be taken into account when establishing the period of the contract and effective date.

Potential Contractor Appeals**Policy**

Any potential contractor who has submitted a timely proposal for provision of volunteer coordination services and who is aggrieved by the award may appeal the decision by filing a written appeal to the Director of the Department within three working days of the date of the award.

The director will issue the final Department decision within 14 calendar days.

VOLUNTEER SERVICESCONTRACTS FOR VOLUNTEER COORDINATOR SERVICES (Cont.)Contractor RequirementsLicensure, Approval, or Accreditation**Policy**

The contractor shall have any license, approval, and third-party accreditation required by law, regulation, or administrative rules, or shall meet standards of operation required by state or federal regulation. This requirement must be met before the contract can be effective.

Comment

Before a volunteer coordination personal services contract can be effective, the contractor must meet any licensure, approval, or accreditation requirements which apply to the activities which will be purchased. Documentation that this requirement is satisfied must be provided and become a part of the contract before the contract can be effective.

Legal reference: 441 IAC 150.5(3)"a"

Compliance with Laws**Policy**

The contractor shall be in compliance or have a written work plan approved by the Bureau of Equal Opportunity to come into compliance with the following:

- a. All federal, state, and local civil rights laws and regulations with respect to equal employment opportunity.
- b. Title VI of the 1964 Civil Rights Act, as amended, and all other federal, state, and local law and regulations regarding the provision of services.
- c. Section 504 of the Rehabilitation Act of 1973 and all other federal state, and local Section 504 laws and regulations.
- d. All federal, state and local laws and regulations regarding affirmative action.

VOLUNTEER SERVICESCONTRACTS FOR VOLUNTEER COORDINATOR SERVICES (Cont.)Contractor Requirements (Cont.)Compliance with Laws (Cont.)**Comment**

Guidelines for compliance are issued by the Department's Bureau of Equal Opportunity. See I-D and XXI-A.

Legal reference: 441 IAC 150.5(3)"c," "d," "e," and "f"

Abuse Reporting**Policy**

The contractor shall have an approved policy and procedure for reporting abuse or denial of critical care of children or dependent adults.

Comment

See XVI-E and XVI-G for the requirements for reporting abuse of children and dependent adults.

Legal reference: 441 IAC 150.5(3)"g"

Procedure

The Department shall notify volunteers regarding its written policy and procedure for reporting abuse or neglect of children and dependent adults. This information must be included in volunteer orientation.

Confidentiality**Policy**

The contractor shall comply with all applicable federal and state laws and rules on confidentiality.

Comment

For the protection of clients of the Department, contractors are required to comply with the Department's confidentiality requirements and with other applicable federal and state laws and rules. See I-C for more information.

Legal reference: 441 IAC 150.5(3)"h"

VOLUNTEER SERVICESCONTRACTS FOR VOLUNTEER COORDINATOR SERVICES (Cont.)Financial and Statistical Records**Policy**

Each contractor shall maintain sufficient financial and statistical records, including program and census data, to document the validity of the reports submitted to the Department.

Comment

Reports submitted by the contractor are the basis for establishing that payments are appropriate. The records must be available for review by the project manager or the state volunteer director at any time during the normal business hours of the contractor, through the period of the contract.

Legal reference: 441 IAC 150.5(3)"i"

Contract Administration**Policy**

During the contract period, the assigned project manager shall be contacted on all interpretations and problems related to the contract. The project manager shall follow issues through to their resolution. The project manager shall monitor the fiscal aspects of the region's volunteer coordinator contracts.

The project manager shall also monitor performance under the contract and will provide or arrange for technical assistance to improve the contractor's performance, if needed.

Comment

In order to monitor contract performance effectively and to assist contractors, the assigned project manager must be involved in all phases of contract administration, including interpretations or clarifications of the contract terms and problems which arise with the contract or services provided under the contract. In some regions, the assigned project manager may also be the volunteer contact person. In regions where this is not the case, the project manager shall inform the contact person of any questions or concerns relating to the contract. The contact person shall inform the volunteer program administrator.

Legal reference: 441 IAC 150.5(2)"a"

VOLUNTEER SERVICESCONTRACTS FOR VOLUNTEER COORDINATOR SERVICES (Cont.)Contract Administration (Cont.)**Procedure**

This monitoring function shall include tracking of fees and expenses to ensure that amounts do not exceed available funds nor contractual agreements. In addition, total regional resources shall be tracked so that any unspent funds can be transferred to other counties within the region, or to another region, to ensure maximum utilization of the volunteer services budget.

Establishing Amounts to be Paid**Policy**

The amounts to be paid under personal service contracts for volunteer coordination services are fees and actual approved expenses as negotiated in the contract.

Approved items of cost are based on submission of a proposed budget listing those items necessary for the provision of the volunteer coordination. At the termination of the contract, the contractor shall submit a statement of actual expenses incurred.

Comment

In establishing contractor fees for services, the amount of time that might reasonably be expected to accomplish the contractual services may be considered. However, there should be no confusion as to the fee being an hourly compensation. Contractor fees are based on accomplishment of contractual expectations, regardless of the amount of time it may take to complete such objectives.

Legal reference: 441 IAC 150.5(4)

Procedure

Approved items of cost which may be included in the contractor's budget are:

- a. Fees paid to the contractor for services
- b. Contractor expenses
- c. Expenses of volunteers

VOLUNTEER SERVICESCONTRACTS FOR VOLUNTEER COORDINATOR SERVICES (Cont.)Contract Administration (Cont.)Establishing Amounts to be Paid (Cont.)**Procedure** (Cont.)

d. Expenses for volunteer recognition

The payment for these items may be a uniform amount each month.

Variable items of expense may be capped at a designated level. That is, actual expenses may be claimed not to exceed a maximum amount stated in the contract language. Expense reimbursement for either contractors or volunteers is to be at the same allowable rates as those for paid staff.

Billing Procedures**Policy**

At the end of each month, the contractor shall prepare a billing on a Claim Order/Claim Voucher, form 625-5297, for contractual fees and expenses provided in the contract. The claim shall be sent to the regional office for approval. The region shall forward it to the Bureau of Finance in the central office for payment.

Comment

Contractors are permitted to bill for an activity or service only after the activity or service has been rendered.

Specific procedures regarding the processing of claim vouchers are contained in I-F-Appendix.

Legal reference: Iowa Code 421.38; 441 IAC 150.5(5)

Audits**Policy**

Authorized representatives of the Department or state or federal audit personnel have the right to review the general financial records of a contractor. The purpose of the review is to determine if expenses reported to the Department have been handled as required under Establishing Amounts to be Paid.

VOLUNTEER SERVICESCONTRACTS FOR VOLUNTEER COORDINATOR SERVICES (Cont.)Contract Administration (Cont.)Audits (Cont.)Policy (Cont.)

Representatives shall provide proper identification and shall use generally accepted auditing principles. The reviews may involve on-site visits to the contractor, to the contractor's central accounting office, to the office of the contractor's agents, a combination of these, or to other locations by mutual decision.

Comment

To verify the accuracy of the reports submitted to the Department, on-site reviews may be conducted to examine the contractor's documentation, including the contractor's books, records, board minutes, census or other records. These reviews will be conducted where the records and materials are maintained, or at other locations mutually convenient for the department and the contractor.

Legal reference: 441 IAC 150.5(7)

AmendmentsPolicy

Before an amendment can be effective, it shall be approved and signed by the following persons:

- a. The contractor or the authorized representative of the contractor agency.
- b. The area administrator.
- c. The regional administrator.
- d. The Department volunteer program administrator.

Amendments which affect the cost of providing volunteer services must include reestablishment of amounts to be paid.

VOLUNTEER SERVICES

CONTRACTS FOR VOLUNTEER COORDINATOR SERVICES (Cont.)

Contract Administration (Cont.)

Amendments (Cont.)

Comment

Amendments to the contract shall be submitted when there is a change in:

- a. The contractor's fee,
- b. The contractor's expenses,
- c. The volunteers' expenses, or
- d. The program goals or objectives.

Legal reference: 441 IAC 150.5(2)"b"

Procedure

Amendments shall be submitted on form 470-2073, Amendment to Personal Service Contract for Volunteer Coordination.

When an amendment is submitted, the project manager shall submit seven copies to the contact person. The policy on signatures, approvals, and time frames for the contract also applies to an amendment. The contact person shall send the amendment to the Department volunteer program administrator. The volunteer program administrator will obtain central office approvals and return two signed copies to the contact person.

Annual Reviews

Policy

The person responsible for contract administration shall complete an annual review describing the contractor's level of achievement of the program objectives.

Procedure

The annual review page of the contract shall be submitted as follows:

- a. When a contractor is submitting a contract for renewal, the annual review shall be submitted with the contract by May 31.
- b. If the contractor will not be submitting a contract for the coming fiscal year, the annual review shall be submitted by July 31.

VOLUNTEER SERVICES

CONTRACTS FOR VOLUNTEER COORDINATOR SERVICES (Cont.)

Contract Administration (Cont.)

Renewals

Policy

A joint decision to pursue renewal of the contract must be made at least 60 days before the expiration date of the current contract. Each contract shall be evaluated and the results of the evaluation taken into consideration in the decision on renewal. This evaluation shall involve the annual review form contained in the contract.

Comment

Decisions on whether the contract will be renewed must be made early enough to permit the renewal documents to be received in central office by May 31. Decisions regarding renewal should be based on the quality of service provided and how well the terms of the contract have been met.

Legal reference: 441 IAC 150.5(2)"c"

Termination

Policy

Causes for termination during the period of the contract are:

- a. Mutual agreement of the parties involved.
- b. Demonstration that sufficient funds are not available to continue the service.
- c. Failure to make reports required by the contract.
- d. Failure to make financial, statistical, and program records available.
- e. Failure to abide by the provisions of the contract.

VOLUNTEER SERVICESCONTRACTS FOR VOLUNTEER COORDINATOR SERVICES (Cont.)Contract Administration (Cont.)Termination (Cont.)**Comment**

A contract may be terminated during the period of the contract. Termination of the contract can occur for any of the reasons listed, generally failure of one of the parties to satisfy an obligation under the contract. Termination can also occur when both parties are in agreement.

Legal reference: 441 IAC 150.5(2)"d"

Procedure

Either party to the contract may initiate the termination by giving written notice at least 30 days before the termination date and citing the specific causes for the action. If termination is for noncompliance, this step should be preceded by attempts to correct the noncompliance.

Department action to terminate the contract may be initiated by the regional administrator, the area administrator, or the Department volunteer program administrator.

Review of Department Actions**Policy**

A contractor who is adversely affected by a Department decision may request a review. The review request may cause the action to be stopped pending the outcome of the review process, except in cases where it can be documented that to do so would be detrimental to the health and welfare of clients.

Comment

Legal reference: 441 IAC 150.5(6)

VOLUNTEER SERVICESCONTRACTS FOR VOLUNTEER COORDINATOR SERVICES (Cont.)Review of Department Actions (Cont.)**Procedure**

The contractor shall send a written request for review to the project manager responsible for the contract within 10 days of receipt of the decision in question. This request shall document the specific area in question and the remedy desired. The project manager shall provide a written response within 10 calendar days.

If dissatisfied with the response, the contractor may, within 10 days, submit the original request, the response received, and any additional information to the regional administrator. The regional administrator shall study the concerns and the action taken and shall render a decision in writing within 14 days. A meeting with the contractor may be held to clarify the situation.

If still dissatisfied, the contractor may, within 10 days, request a review by the volunteer program administrator. The request for review should include copies of materials from the previous steps. The volunteer program administrator shall review the issues and positions of the parties involved, and provide a written decision within 14 days. A meeting with the contractor, project manager, regional administrator or designee may be held.

The contractor may appeal this decision within 10 days to the director of the Department, who will issue the final Department decision within 14 calendar days.

PLANNING**Policy**

Planning for the volunteer program shall be done on an annual basis in each region and institution. At a minimum, the planning process shall include the components of goals and objectives, needs assessment, and allocation of resources.

Comment

Because much has been written in a variety of management literature regarding planning, and because the terminology varies, it may be helpful to define the planning terms as used in this chapter.

VOLUNTEER SERVICESPLANNING (Cont.)**Comment** (Cont.)

Goal: The ultimate end or result one is trying to reach; may be described in broad terms and regarded as the mission or purpose.

Objective: Specific statement of a result-oriented target which needs to be accomplished to achieve the stated goal. More than one objective is likely to be needed to reach broad goals.

Activities: Methods and action steps necessary to complete objectives. Essentially this is the specific defining of who will do what, when, and how.

Specific: Relates to terms used which reflect clearly what is intended. Excludes the use of terms such as efficient, appropriate, timely, proper, good, bad, etc. Interpretation of such terms may vary widely based on the reader's personal judgements.

Measurable: That which can be measured or observed in concrete terms, such as quantity, number, size, length, dimension, frequency, or compliance with defined rules, policies, or standards.

Related to time: References to specific units of time, such as weekly, monthly, yearly, by a certain date or hour, on a certain day, etc., as opposed to terms such as timely, current, as soon as possible, etc.

Achievable: That which can be realistically accomplished given the time and resources available to the effort.

Procedure

While the specific planning process in each location shall be conducted in a manner identified by the local administration, the process is expected to include the following:

- A. Goals and objectives. A written planning document which identifies volunteer program goals and objectives which are specific, measurable, related to time, achievable, and consistent with the volunteer program mission statement.
- B. Needs assessment. A method of identifying local needs shall be implemented as a part of the planning process. The method of needs assessment may include verbal or written questionnaires or opinionnaires; solicitation of input from volunteers, staff, and administration; and active observation of location and program needs. Any or all of these methods may be useful.

VOLUNTEER SERVICESPLANNING (Cont.)**Procedure** (Cont.)

- C. Allocation of resources. Review of available resources and their allocation shall be a part of the planning process. Resources include funding, staff, potential and available volunteers, and community resources which may be accessed.

DESIGNING JOBS AND RECRUITING**Policy**

Before undertaking recruitment efforts for volunteers it is critical to carefully consider and design the volunteer task to be done. This process shall include the review of all aspects of the task to be performed and is to be in place before recruitment activities.

Procedure

The design of a volunteer assignment is the first vital step in creating a concise written job description, and determines the type of volunteer to be recruited. Accurate task analysis which is the basic component of job design is closely related to worker motivation. Volunteer workers are motivated to contribute their services for a variety of reasons, but can generally be categorized as achievement-oriented, power-oriented, or affiliation-oriented.

With these general motivational categories in mind, potential volunteer tasks should be reviewed as to the degree of satisfaction they would provide the volunteer. In this way the volunteer recruiter's task can be much more targeted, and recruitment and referral of volunteers more effective.

Characteristics of tasks which lend themselves to the motivational types discussed are:

- A. Achievement. These are tasks which allow the worker latitude in setting work methods and schedules; clear, results-oriented task definition; tasks which have a conclusion or end that is easily observable; and tasks for which specific performance feedback is provided.
- B. Power. These are tasks which provide contact with management and staff in a collegial and team atmosphere, require leadership or organizational skills, have visibility within or outside the agency, allow for personal interaction with others in task accomplishment, and give opportunities for formal and informal recognition.

VOLUNTEER SERVICESDESIGNING JOBS AND RECRUITING (Cont.)**Procedure** (Cont.)

- C. Affiliation. These are tasks in which the end result or completion is less defined or perhaps simply ongoing, where there is ample opportunity for personal nontask interactions with others, where the working environment is warm and friendly, where time frames are flexible, and for which informal recognition may be more meaningful than formal types.

Comment

Volunteer assignments within the Department vary considerably from location to location. They are divided basically into two types: direct service and indirect service. Direct service involves situations in which volunteers interact directly with clients or residents either one to one or in groups. Indirect service involves situations in which volunteers provide services that do not bring them into contact with clients or residents except incidentally in passing.

Commonly used assignments are listed here to provide an overview and to perhaps spark interest.

Commonly Used Volunteer AssignmentsDirect Service

Transporting clients to medical and other appointments; escorting such transportation
Friendly visitor and companion service
Surplus commodity distribution
Guardians, conservators, and protective payees
Monitoring of visitation with children
Client assistance in completion of forms
Role modeling
Child care
Chore services and shopping assistance
One-to-one resident assistance including reading aloud, writing letters, escorting to community events, taking walks, and similar activities
Wheelchair escort within an institution
Teaching/tutoring in a variety of activities, personal and social skills, crafts and leisure skills, occupational therapy, and life skills
AA and drug counseling
Religious activities

VOLUNTEER SERVICESDESIGNING JOBS AND RECRUITING (Cont.)**Comment** (Cont.)**Indirect Service**

Clerical and support activities, such as typing, filing, paper shredding, telephone answering, reception, and numerous other office and administrative tasks

Library services, bulletin boards, scrapbooks

Sewing, mending and similar tasks

Special projects, such as filling holiday food baskets or collecting clothing, toys, and other items for distribution

Serving on advisory committees and boards

Public speaking and advocacy activities

Special events and entertainment, including parties, bingo, drama presentations singing groups, and similar activities

In-kind contributions, such as professional services, bookkeeping, journalism and graphic arts, printing, and other similar services

All of these activities, and many others as well, are being done somewhere in the Department. Starting such an activity in another location should be easier with the ability to access others' experience. For information on where these activities are being done, contact the volunteer program administrator in central office.

Volunteer Job Descriptions**Policy**

Volunteer assignments shall be described in writing. Exceptions to this policy may include one-time, emergency, or very infrequent volunteer assignments. Exceptions shall be held to a minimum.

Comment

The purpose of the job description is to provide information to the volunteer recruiter (volunteer coordinator in regions and counties, volunteer services director in institutions, or designated staff person in some locations) so that a volunteer can be recruited whose motivation, abilities, interests, and availability match the requirements of the job. To this end, it is important to provide complete information and to ensure that information is as accurate and descriptive as possible. The best job descriptions are not necessarily lengthy or complicated, but are precise in terms and concisely stated.

VOLUNTEER SERVICESDESIGNING JOBS AND RECRUITING (Cont.)Volunteer Job Descriptions (Cont.)**Comment** (Cont.)

The suitability of volunteers referred to staff for placement and the subsequent satisfaction of volunteers placed is directly related to the quality of the job description. Everyone involved from staff to recruiter to volunteer will be happier with the outcome if all parties clearly understand what is to be done.

Procedure

Staff who wish to request the assistance of a volunteer must complete a volunteer job description as a part of the Request for Volunteer, form SS-1103. Specific instructions for the completion of this form are contained in I-F-Appendix.

Staff Requests for Volunteers**Policy**

Department staff who wish to request the services of a volunteer must complete a Request for Volunteer, form SS-1103. The job description portion of this form must be completed.

Procedure

Completed Request for Volunteer forms are submitted to the volunteer coordinator or volunteer services director for recruitment. Staff making such requests will be notified as to request status within three weeks.

Prospective volunteers recruited shall be referred to staff for interviews and placement decisions. Upon acceptance and placement of a volunteer, the Request for Volunteer form shall be placed in the file of the volunteer.

Refusal of Volunteer Requests**Policy**

Each Department volunteer coordinator, volunteer contact person, and volunteer services director shall, in consultation with local administration and the volunteer program administrator, have the latitude to refuse a staff request for volunteer assistance.

VOLUNTEER SERVICES

DESIGNING JOBS AND RECRUITING (Cont.)

Refusal of Volunteer Requests (Cont.)

Comment

While the volunteer program staff and volunteers are committed to assisting the staff and clients of the Department, there is no legal or moral obligation to provide volunteer services in situations which are potentially damaging to the Department, its clients, the volunteer program, or to a volunteer.

Procedure

Refusal of a request for volunteer services shall be based on one or more of the following criteria:

1. Adequacy of information provided as to client characteristics, volunteer tasks to be performed, and expectations as to volunteer performance.
2. Reasonableness of request based on activities that can be expected of a lay person performing from a basically altruistic motivation.
3. Adequacy of staff supervision and support of a volunteer's efforts.
4. Demonstrated cooperativeness of staff or clients to be served.

Risk Assessment and Management

Policy

As a part of job design and description, a conscious review of risk assessment to both the Department, our clients, and our volunteers shall be done.

Comment

Risk management involves anticipating the most likely ways volunteers could accidentally cause damage to themselves or others, and then devising reasonable and cost-effective ways to reduce the likelihood of these accidents. Preventive techniques include requiring special training or education of volunteers for specific tasks, ensuring proper supervision of volunteers, and screening volunteers for appropriate placement.

VOLUNTEER SERVICESDESIGNING JOBS AND RECRUITING (Cont.)Refusal of Volunteer Requests (Cont.)**Procedure**

At a minimum, the following procedures shall be in place:

1. During screening and selection interviews, potential volunteers shall be appraised of any possible hazards which might reasonably occur. Volunteers can be expected to behave in a prudent self-protective manner only if they understand the possible hazards.
2. All staff and volunteers involved in the volunteer program must read Iowa Code Chapter 25A. This chapter provides liability protection for volunteers and staff. Volunteers should be afforded an opportunity to ask questions regarding this chapter.
3. Volunteers shall be informed that the Department provides NO insurance coverage for volunteers. This includes health, accident, dental, and automobile. Volunteers are not eligible for worker's compensation. All volunteers, especially those providing transportation in their private car, must be informed of their insurance status.
4. Volunteers shall be informed any time there is a potential health risk to them either in the form of infectious disease or other hazardous condition.
5. Volunteers shall be adequately trained in proper techniques related to lifting, handling disabled clients, dealing with abusive clients, or any other necessary skills for which training exists.
6. All volunteers must be informed that performance of activities not identified in their job description may cause them to be at risk and outside the provisions of Chapter 25A.

Recruiting**Policy**

The recruitment of groups and individuals to serve as volunteers is based on the requests for volunteer assistance identified by staff. It is impractical and ineffective to attempt to recruit volunteers until specific needs and accompanying job descriptions have been clearly defined.

VOLUNTEER SERVICESDESIGNING JOBS AND RECRUITING (Cont.)Recruiting (Cont.)**Procedure**1. General Recruiting

Some general recruiting is necessary to raise the visibility of the Department and its volunteer program in the community. This type of recruiting is more closely aligned with public relations and is useful as a recruiting tool only in the broadest sense. It is helpful in bringing about awareness and credibility of the program. Good techniques for general recruiting are:

- a. Newspaper feature articles and stories covering volunteers, volunteer programs or events, and volunteer recognition coverage.
- b. Presentations and speeches to service clubs, church groups, high school and college classes, professional organizations, and special interest groups.
- c. Brochures and other printed material.
- d. Posters, bulletin board notices, and signs.
- e. Tours and open houses.

2. Targeted Recruiting

The most effective recruiting techniques are those which are specific in content and designed for a specific audience. In order to design a specific, targeted recruitment campaign, it is helpful to think through the following questions as they relate to the particular volunteer job you want to fill.

- a. What is needed to do this job?
 - What kinds of skills are required?
 - What time commitment is necessary--both amount of time and when?
 - What personal characteristics are desirable?
- b. Who could provide these things? What types of people are apt to have these skills or characteristics?

VOLUNTEER SERVICESDESIGNING JOBS AND RECRUITING (Cont.)Recruiting (Cont.)**Procedure** (Cont.)

- Are they of a particular sex or age range?
 - What jobs or professions are they apt to be in or retired from?
 - What clubs or organizations are they likely to belong to?
- c. What does the volunteer job have to offer?
- What psychological needs could this job satisfy--achievement, power, affiliation?
 - What personal concerns can be related to this job?
 - What community concerns are addressed by what the Department does?
- d. What is the best communication avenue?
- Where do they: live, work, shop, play?
 - What do they: read, watch, listen to?
 - Who has regular contact with them?

After considering these questions you should have a basis for a plan to identify, locate, and communicate with your target population.

Comment

Targeted recruitment may utilize any of the general recruiting techniques listed above, except that efforts are concentrated in the areas where you expect your target population to be. In addition, the following techniques are effective:

1. Person-to-person. This is nearly always the BEST technique. The most often listed reason for volunteering in numerous surveys is simply that someone personally asked the individual to volunteer. The person doing the asking may be the volunteer coordinator, another volunteer, a staff person, or a friend. The important element is that someone asks them directly. Don't overlook the staff and present volunteers as recruiters. They best understand the job to be done and who might be best able to do it.

VOLUNTEER SERVICESDESIGNING JOBS AND RECRUITING (Cont.)Recruiting (Cont.)Comment (Cont.)

2. An appeal through a person who has credibility with those you are attempting to recruit. For example, enlist the help of a teenager to recruit other youths, a church member to recruit other members of the same church, a club member to recruit within a certain club or organization.
3. Direct mail requests sent to a list of persons you might reasonably expect to have the skills and characteristics you are seeking.
4. Advertisements or notices placed in locations you expect to reach your target population.
5. Networking with other volunteer coordinators to cross-refer persons who may be more suited to the other's needs. This can also be helpful in special circumstances where an organization in effect "borrows" volunteers from another organization.
6. The Volunteer Bureau, Community Action Center, and Retired Senior Volunteer Program, if available in your community.

Employees as VolunteersFair Labor Standards ActPolicy

Employees who wish to volunteer their services in Department activities during non-work time may do so when:

- a. The services are offered freely and without pressure or coercion from the department, either direct or implied.
- b. The person is not employed by the Department to perform the same type of services as those for which the person proposes to volunteer.

Any employee who is eligible for overtime compensation and who wishes to volunteer his or her time and talent in Department activities undertaken for civic, charitable, or humanitarian purposes during hours not scheduled as work time is covered by this policy.

VOLUNTEER SERVICESDESIGNING JOBS AND RECRUITING (Cont.)Employees as Volunteers (Cont.)Fair Labor Standards Act (Cont.)**Comment**

The intent of this policy is not to discourage or impede volunteer activities of employees, but is intended to prevent any manipulation or abuse of minimum wage or overtime requirements through coercion or undue pressure upon staff to "volunteer" their services. In the absence of any undue pressure to volunteer, the agency also has a responsibility to administer overtime compensation in compliance with existing statutes.

Legal reference: Fair Labor Standards Act: Federal Register/Vol. 52, No. 11, January 16, 1987, Subpart B, 553.100 through 553.106.

Procedure

To fully comply with this policy and existing statutes, follow these procedures:

- a. Employees who wish to volunteer their services during non-work time must complete and sign a statement attesting to the voluntary nature of the volunteer service. The statement should affirm that no coercion or pressure has been applied by the Department.
- b. The appointing authority (or designee) must approve the volunteer activity as "not the same type of services which the individual is employed to perform for the agency."

Comment

To assist appointing authorities in making "same type of service" determinations, several examples of permissible and prohibited activities are listed below. Additional clarification may be found in the three-digit categories of occupations in the Dictionary of Occupational Titles. The examples below are relatively clear cut. Any questions regarding specific situations that may appear to be "grey areas" should be referred to the volunteer program administrator.

VOLUNTEER SERVICES

DESIGNING JOBS AND RECRUITING (Cont.)

Employees as Volunteers (Cont.)

Fair Labor Standards Act (Cont.)

Comment (Cont.)

EXAMPLES

| Job Type | Permissible/Prohibited Activities |
|-------------------------------------|---|
| Office employees | <p>Permissible: Generally, a broad range of activities with clients or residents, including recreational activities; escorting off grounds for shopping, walks, etc; attendance at special events and parties; and one-on-one activities with clients or residents.</p> <p>Prohibited: Typing, filing, bookkeeping, and other general office tasks.</p> |
| Dietary employees | <p>Permissible: As above, a broad range of activities with clients or residents.</p> <p>Prohibited: Preparing or serving food at a special event or recreational activity.</p> |
| Maintenance/house-keeping employees | <p>Permissible: As above, a broad range of activities with clients or residents.</p> <p>Prohibited: Arranging of facilities or clean up at a special event or party.</p> |
| Health care employees | <p>Permissible: Office tasks, attendance at special events, escorting of residents off grounds, etc., as long as these activities are not part of regularly assigned duties for which employed.</p> <p>Prohibited: Attendance at recreational athletic event to provide first aid if needed.</p> |

VOLUNTEER SERVICES

DESIGNING JOBS AND RECRUITING (Cont.)

Employees as Volunteers (Cont.)

Fair Labor Standards Act (Cont.)

Comment (Cont.)

EXAMPLES (Cont.)

| | |
|--------------------------------|--|
| Direct care employees | Permissible: Office tasks, staff a food or game booth at a carnival or fair, decorate for a party, referee or coach an athletic event. |
| | Prohibited: Most one-on-one or group activities with clients or residents, including escorting off grounds; special attention in grooming, social skills, etc.; any activity which resembles programming or treatment. |
| Employees exempt from overtime | Permissible: All activities. |
| | Prohibited: None. |

Comment

This list of permissible and prohibited activities merely gives examples to assist in decisions regarding "same type of service" determinations. There is no attempt to list all of the possible volunteer activities and diverse job responsibilities that might be involved.

Also note that employees may engage in activities listed as "prohibited" when performed on paid work time. For example, dietary employees may prepare refreshments for a special event if done on work time and the employees are properly compensated.

Conflict of Interest

Policy

Department employees who are interested in serving as a volunteer guardian or conservator for Department clients in need of such services are permitted to do so in certain circumstances. The Department recognizes that in the performance of guardianship responsibilities

VOLUNTEER SERVICESDESIGNING JOBS AND RECRUITING (Cont.)Employees as Volunteers (Cont.)Conflict of Interest (Cont.)**Policy** (Cont.)

that the employee guardian is functioning independently in the best interests of the ward and shall not be expected to necessarily agree with a Departmental position with regard to the well-being of the ward.

There are, however, certain restrictions which apply to this volunteer activity. Departmental concerns in this regard are to avoid any conflict of interest or any appearance of a conflict of interest. For this reason, the following restrictions must be observed:

- a. NO Departmental employee shall be allowed to function in the capacity of conservator for a Department client.
- b. Department administrative employees (who do not have direct client contact or benefit program management as part of their job responsibilities) may function as guardians for Department clients when they do so as volunteers in off duty status.
- c. NO Departmental social workers, income maintenance workers, youth service workers, etc. (employees with direct client and program responsibilities) shall be allowed to function as either guardians or conservators for Department clients.

INTERVIEWING AND PLACINGVolunteer Applications**Policy**

Individuals and groups who wish to volunteer with the Department shall be afforded an opportunity to complete a Volunteer Application and to be interviewed. Prospective volunteers must agree to have the references they list on the application checked by the Department.

Comment

Legal reference: 441 IAC 12.3(1) and 12.3(2)

VOLUNTEER SERVICESINTERVIEWING AND PLACING (Cont.)Volunteer Applications (Cont.)**Procedure**

Prospective volunteers shall follow a consistent procedure which is the same for all persons. This procedure shall consist of the following:

1. Individual Volunteer Application

Individuals shall complete a Volunteer Application, form SS-1628. This form is designed to provide basic information regarding the individual's interests, skills, and experience. An important part of this form is the prospective volunteer's assessment of the frequency and amount of time he or she can reliably perform volunteer services.

2. Group Volunteer Application

A person who is representing a group shall complete a Volunteer Group Application and Registration, form 470-2071. It is not necessary for each member of the group to complete an application.

There should be ample opportunity for individuals or group representatives to ask any questions regarding medical insurance, car insurance, liability, and confidentiality, as enumerated on the application.

3. Transportation Volunteer Questionnaire

Volunteers who are willing to provide transportation for DHS clients shall complete the Questionnaire for Transportation Volunteers, form 470-2253.

The purpose of this form is to provide the staff person or volunteer coordinator with the necessary information to determine the appropriate assignment of the volunteer driver. All volunteer drivers must have a valid Iowa driver's license. Information provided on driving records may indicate that the person should not be assigned as a driver. This is a judgement decision. However, the staff person or volunteer coordinator may contact the volunteer program administrator for consultation.

VOLUNTEER SERVICESINTERVIEWING AND PLACING (Cont.)Volunteer Interviews**Policy**

Once a prospective volunteer has completed a Volunteer Application, he or she shall be given an interview to determine his or her suitability for available volunteer assignments. This initial interview together with the information given on the Volunteer Application should enable the volunteer coordinator or volunteer services director to make an appropriate referral to staff who have requested volunteer services.

Initial screening of volunteers shall consist of both a face-to-face interview and checking of references provided by the prospective volunteer.

Departmental institutions shall conduct criminal and child abuse record checks for volunteers who have access to a resident or child when the resident or child is alone.

Comment

Because of the length of time involved in criminal and child abuse record checks, volunteers may be assigned volunteer duties at the discretion of staff while record checks are in process.

Legal reference: Iowa Code Sections 125.14A, 135H.7 and 218.13, as amended by 1991 Iowa Acts, Chapter 138

Procedure

Interview questions should be designed to elicit the prospective volunteer's skills, abilities, and interests as they relate to volunteer services needed by the Department. Questions asked in the course of reference checking should be designed to verify factual information. Questions may include the respondent's perceptions of the prospective volunteer's character and personality.

Departmental institutions shall check criminal and child abuse records for volunteers in accordance with procedures established for employees.

VOLUNTEER SERVICES

INTERVIEWING AND PLACING (Cont.)

Volunteer Referral to Staff

Policy

Following application and initial screening, prospective volunteers are referred to requesting staff persons for final selection and placement decisions.

Procedure

Volunteer coordinators or volunteer services directors may refer one or more prospective volunteers to the staff person who has requested volunteer services. The staff person will conduct the final interview and determine the suitability of the volunteer for placement in the volunteer assignment.

When a volunteer is accepted and placed in a volunteer assignment, the volunteer shall complete a Volunteer Registration, form 470-2347. This completed form shall be returned to the volunteer coordinator or volunteer services director for inclusion in the volunteer's file.

TRAINING AND MONITORING

Policy

Training and monitoring of volunteers, with the exception of general orientation, is a function of paid staff; not the volunteer coordinator or volunteer services director. This is a responsibility which staff persons must assume when requesting volunteer services. Initial orientation to the Department, including mission and services, shall be provided by the volunteer coordinator or volunteer services director.

Orientation

Policy

General orientation to the Department shall be provided to all Department volunteers.

VOLUNTEER SERVICES

TRAINING AND MONITORING (Cont.)

Orientation (Cont.)

Procedure

Orientation shall be provided before the volunteer assumes assigned duties or, at least, within a few days of initial assignment. Orientation procedures may vary by Departmental unit, but shall include the following at a minimum:

1. An overview of the Department structure, mission, and services.
2. Issuance of a volunteer handbook (if available) and any identification, badges, keys, etc. as required.
3. Information regarding physical layout including parking, restrooms, lounge or break areas, cafeteria facilities, restricted areas, and any other pertinent information.
4. Thorough coverage of confidentiality. The records and information regarding Department clients and residents is confidential and protected by law. A breach of this confidence is a violation of the criminal law and may lead to termination, criminal prosecution, and a civil damage action. (Legal reference: 441 IAC 12.3(4).)
5. Explanation of insurance. The Department does not provide medical, accident, or automobile insurance coverage for volunteers. Any illness, injury, or vehicle damage arising from volunteer activities is the sole responsibility of the volunteer.
6. Review of volunteer benefits. There may be benefits provided to volunteers which are specific to their work location, such as parking, coffee, etc. In addition, the following benefits are provided by the Department to all volunteers:
 - a. Liability protection. Registered volunteers who perform services for state agencies are protected from liability for claims based upon their actions in performing their volunteer duties, except when their actions are intentional misconduct or a knowing violation of the law. (Legal reference: Iowa Code Sections 217.13 and 25A.24.)
 - b. Small claims coverage. The Department is authorized to reimburse volunteers for replacement or repair of personal items damaged or destroyed by clients of the Department during the volunteers' tour of duty. Such claims shall not exceed \$150. (Legal reference: 441 IAC 8.1(217).)

VOLUNTEER SERVICES

TRAINING AND MONITORING (Cont.)

Orientation (Cont.)

Procedure (Cont.)

- c. Expense reimbursement. Volunteers may be reimbursed for out-of-pocket expenses incurred in the performance of their volunteer duties. This reimbursement is limited to the same allowable expense reimbursement amounts as those for employees covering mileage, meals, lodging, etc., as appropriate and approved by the volunteer's supervisor.
- d. Application for state jobs. All state job classifications under the merit system are closed to application except when actual recruitment is underway. Volunteers who are interested in applying for paid positions with the state may apply for job classes, regardless of the open or closed status of a particular job class, 60 days following the volunteer's beginning date of service. Volunteers simply need to write "Volunteer since (date)" at the top of the application form. (Reference: 581 IAC 5.2(4)(b)).
- e. References. Volunteers who wish to use their volunteer experience in applying for paid employment will be given a work reference by their staff supervisor upon request.

Volunteer Job Training

Policy

All volunteers with the Department shall receive training consistent with their assigned duties and the skills, knowledges, and abilities of the individual volunteers.

Procedure

Specific training may be provided by Department staff on the job, or may be provided through formal training courses as available through the Department, the Iowa Department of Personnel training system, or others. In all cases, volunteer training shall be related to the volunteer tasks performed and identified in the volunteer job description. Any costs associated with volunteer training may be paid by the Department if funds are available.

VOLUNTEER SERVICESTRAINING AND MONITORING (Cont.)Supervision of Volunteers**Policy**

Supervision of volunteers shall be provided by Department staff.

Procedure

Staff who request the services of a volunteer are expected to direct the activities of the assigned volunteer and to supervise the volunteer's performance. Supervision shall include training, assignment of duties, performance monitoring, attendance monitoring, evaluation, recordkeeping, and participation in volunteer recognition.

Although specific responsibilities and procedures may vary by location, staff who supervise volunteers should expect to be involved in the following manner:

1. Training. Identify training needs, and provide or arrange for appropriate training.
2. Assignment of duties. Direct the scope and specific tasks of the volunteer consistent with the volunteer's job description.
3. Performance monitoring. Periodically review the volunteer's performance to ensure accuracy and completeness of assigned duties.
4. Attendance monitoring. After volunteer scheduling is established with the volunteer, changes or absences shall be approved by the staff supervisor.
5. Evaluation. Volunteer performance shall be evaluated and communicated to the volunteer on a regular basis. Frequency may vary with the frequency of volunteer attendance, but should be no less than annually for an ongoing volunteer assignment, or at the end of a project assignment. Include a notation of evaluation results in the volunteer's file.
6. Recordkeeping. An updated record of a volunteer's address, telephone number, and emergency contact information shall be maintained in the Department.

VOLUNTEER SERVICESTRAINING AND MONITORING (Cont.)Supervision of Volunteers (Cont.)**Procedure**)Cont.)

7. Recognition. Supervisors of volunteers are expected to nominate deserving volunteers for appropriate formal recognition as these opportunities arise. Additionally, informal recognition is best provided by the Departmental staff who work directly with the volunteer; this generally involves volunteer supervisors and other staff in the work unit.

EVALUATINGVolunteer Program Evaluation**Policy**

It shall be the responsibility of management in each Departmental organizational unit having a volunteer program (institution, region, county) to evaluate that program. It shall be the responsibility of the volunteer program administrator to review and assist as needed in this evaluation.

Comment

The purpose of volunteer program evaluation is the same as for any service delivery component of the Department. Since the volunteer program encompasses the expenditure of both federal and state funds, the effective utilization of staff and volunteers, and the enhanced delivery of service to clients, we have a responsibility to evaluate the worth and effectiveness of our program.

Procedure

Effective evaluation is dependent upon the setting of clearly defined goals and objectives. Once these goals have been set, measurement of the critical components of performance shall be evaluated at least annually.

Depending on the goals set, some suggested components of evaluation are:

- ◆ Clients served and client satisfaction.
- ◆ Value of volunteer service hours in relation to dollars expended.
- ◆ Public awareness.

VOLUNTEER SERVICESEVALUATING (Cont.)Volunteer Program Evaluation (Cont.)**Procedure**)Cont.)

- ◆ Degree of service delivery enhancement.
- ◆ Growth or expansion of program and goals.
- ◆ Staff support and satisfaction.

These components are not all-inclusive nor necessarily the correct components for a specific program. Program evaluation format must be devised in accordance with the organizational goals, expectations, and resources.

Volunteer Coordinator Evaluation**Policy**

It shall be the responsibility of regional volunteer contact persons in conjunction with area administrators to formally evaluate the performance of contractual volunteer coordinators on an annual basis.

Procedure

Volunteer coordinators shall be fully apprised of objectives at the beginning of the contract term and performance monitored periodically during the term of the contract. This monitoring function shall be no less than quarterly for an annual contract.

Volunteer coordinators' performance shall be formally reviewed before renegotiating a contract for another year. Defined objectives shall be noted as completed either fully or partially, with explanation and statements of measurement in either quantitative or qualitative terms.

Written annual reviews shall be attached to contract renewals. When a contract is not being renewed, the review shall be submitted to the volunteer program administrator within 30 days of contract termination.

Volunteer Evaluation**Policy**

It shall be the responsibility of Department staff who supervise volunteers to formally evaluate them.

VOLUNTEER SERVICESEVALUATING (Cont.)Volunteer Program Evaluation (Cont.)**Comment**

Volunteers, like paid staff, want to know that the services they provide are both meaningful and performed well. It is contradictory to recruit volunteers sending the message that we need them to do important work for us; then, by not conducting evaluations, sending the message that the work is of such unimportance that we are not even taking note of their efforts or the quality of their work.

Procedure

Volunteer evaluations need not be as detailed and structured as the system used for state employees. However, certain components need to be present as a minimum. These are:

1. Develop written standards for the volunteer assignment based on the job description. Because the scope of many volunteer assignments is fairly narrow, only one or two standards may be necessary.
2. Ensure that the standards are specific, measurable, attainable, and compatible with goals.
3. Ensure that standards are shared with the volunteer before or near the beginning of the volunteer assignment.
4. Monitor volunteer performance and review it with the volunteer.
5. Commit a summary of the evaluation to writing and place in the volunteer's file.

For a long-term volunteer, this shall be done at least annually. In shorter-term situations, evaluations should be done quarterly or at the end of a special project.

Volunteer Termination**Policy**

Volunteers who terminate their services with the Department, either voluntarily or involuntarily, shall be afforded an opportunity to discuss the reasons for their termination and to complete an exit interview.

VOLUNTEER SERVICESEVALUATING (Cont.)Volunteer Termination (Cont.)**Procedure**

1. Voluntary Termination. When volunteers leave the program for personal reasons, such as moving, health, lack of time, or other personal reasons, follow these procedures:
 - a. Using the volunteer program exit interview format, ask the departing volunteer to complete the exit interview. This process is best done orally both to increase the likelihood of return of the form and to allow the volunteer to elaborate on comments. If it is not possible to complete the interview orally, ask the volunteer to complete and return comments by mail.
 - b. Follow-up completed exit interviews with a letter of thanks, both for past volunteer service and completion of the exit interview.
 - c. USE WHAT YOU LEARN to improve the volunteer program.
2. Involuntary Termination. Although infrequent, it is sometimes necessary to terminate the services of a volunteer. In this situation, follow these procedures:
 - a. Schedule a conference with the volunteer. Talk to the volunteer and any other parties involved to get as near to first-hand information as possible.
 - b. Determine the problem and define in observable behavioral terms.
 - c. Solve the problem by:
 - resolving any misunderstandings
 - reassigning the volunteer to a different task
 - reassigning the volunteer to a different staff supervisor
 - rescheduling the volunteer if that would help
 - providing additional training if performance is the issue.
 - d. If none of the problem-solving techniques are reasonable or are shown not to resolve the problem, inform the volunteer that the services are to be terminated.

VOLUNTEER SERVICESEVALUATING (Cont.)Volunteer Termination (Cont.)**Procedure** (Cont.)

5. Convey the volunteer termination in a letter to the volunteer. Such letters need not state specific reasons for termination (although this should be covered orally). The letter should be as positive as possible, stress the strengths of the volunteer, and thank the volunteer for past volunteer service.
6. Afford volunteers who are terminated an opportunity to complete an exit interview.

Volunteer Referral**Policy**

Volunteers who leave the Department may wish to be referred to another agency or organization who might be better able to take advantage of their skills or whose mission may be more in keeping with the volunteer's interests. Such referrals are encouraged, as long as they can be made in the best interests of both the volunteer and the new organization.

Volunteer References**Policy**

Volunteer experience is sometimes viewed as positive work experience by volunteers who are seeking employment or by students who are completing academic requirements. Staff should make every effort to complete such references upon request.

RECOGNITION**Policy**

Volunteers who offer their time, talent, and commitment to the mission of the Department shall be recognized both formally and informally for their contributions.

Comment

There are many ways in which to recognize volunteers. Some methods will be popular and appreciated by some volunteers and unimpressive to others. It is important to provide a variety of recognition so that all volunteers, regardless of their motivation, feel needed and appreciated.

VOLUNTEER SERVICESRECOGNITION (Cont.)**Procedure**

Following are a few suggested methods of recognition, however, the opportunities for meaningful recognition are limited only by our imagination.

A. Formal Volunteer Recognition

The Department provides several formal recognition opportunities which are available Department-wide. They include:

1. Governor's annual volunteer recognition. Each year the Governor arranges volunteer recognition ceremonies in 10 to 12 sites across the state for volunteers who serve state agencies. These ceremonies are held weekly during April and May. The Department has an opportunity, usually in November or December, to nominate volunteers for this award. Detailed information on making these nominations is provided to volunteer contact persons and volunteer directors each year by the Volunteer Services Office.
2. DHS service awards. The Department provides an opportunity each year for regions and institutions to nominate volunteers who have served 15 years continuously as volunteers with the Department, or have served five or more years AND contributed 1,000 hours of volunteer service. These awards are walnut plaques with an engraved plate attached. They are given only one time to an individual or group, regardless of additional years of service which may be contributed. Volunteer contact persons and volunteer directors are notified when these nominations are due, usually in December for the upcoming year.
3. Certificates of appreciation. Certificates which are preprinted except for the volunteer's name and signatures are available as a supply item. More information on ordering is contained in I-F-Appendix.
4. Lapel pins. A couple of varieties of lapel pins are available at reasonable cost. Information on ordering is available through the Volunteer Services Office.
5. Local recognition events. Most county offices and institutions conduct at least one annual recognition event. These vary in type according to local preference and may include a luncheon or dessert snack, entertainment, speakers, and awards.

VOLUNTEER SERVICESRECOGNITION (Cont.)**Procedure** (Cont.)B. Informal Volunteer Recognition

There are literally hundreds of ways to recognize volunteers informally. Informal recognition may, in fact, be the most meaningful to many volunteers. Just a few methods of informal recognition include: a verbal thank you or expression of how much a volunteer's work is appreciated, birthday cards, seasonal greetings, treats, coffee mugs, pictures of volunteers on the office bulletin board, valentines (any time of year), and small gifts, such as pens, pencils, key tags, or flowers. If ideas are needed, contact the Volunteer Services Office or try some networking with other staff involved in the department volunteer program.

C. Staff Recognition

Volunteer contact persons, volunteer directors, and volunteer coordinators should be alert to opportunities to recognize staff who work well with volunteers. Although volunteers provide assistance to staff, it does take time and effort on the part of staff to train and supervise volunteers. Staff who are particularly effective with volunteers should be recognized and encouraged in their efforts.

REPORTING**Policy**

It is the responsibility of each volunteer contact person and volunteer director to compile and report statistics regarding the volunteer activity in their respective location.

ProcedureA. Monthly Report

In the regions, each county having a volunteer program submits monthly report data on form SS-1711, to the regional volunteer contact person. This data is compiled, and one report for the entire region is submitted to the Volunteer Services Office by the tenth of each month.

In the institutions, the volunteer services director compiles this report and submits to the Volunteer Services Office by the tenth of each month.

VOLUNTEER SERVICESREPORTING (Cont.)B. Annual Report

In the regions, each county having a volunteer program submits annual report data on form 470-2075 to the regional volunteer contact person. This data is reviewed by the contact person and forwarded to the Volunteer Services Office by July 31 each year.

In the institutions, the volunteer services director compiles this data and submits form 470-2074 to the Volunteer Services Office by July 31 each year.

The annual reports from the regions and institutions describe the volunteer activities of the fiscal year just ended. This information is used in the development of the Volunteer Annual Report which is published around January and distributed widely throughout the state.

C. Contributions Report

In the regions, detailed information on contributions received by the Department and administered through the volunteer program is maintained throughout the fiscal year. This information is reported to the Volunteer Services Office by July 31 for the fiscal year just ended.

In the institutions, annual reporting of contributions is done through the division of Mental Health, Mental Retardation, and Developmental Disabilities.

D. Commodity Reporting

Although many volunteers are engaged in the distribution of food commodities, the reporting of commodity food distribution is submitted to the Commodity Distribution Unit in central office. Pertinent information regarding numbers of volunteers and hours is received in the Volunteer Services Office from the Commodity Distribution Unit.

Recognition of volunteers who work in the commodity distribution system should be provided by the Department volunteer program both formally and informally. Because the statistical reporting is different for this program, these volunteers sometimes are overlooked in the planning of recognition programs.