

VOLUNTEER SUPERVISION, ORIENTATION, AND TRAINING

Heather Burke
National Partnership Program Manager
HQUSACE
24 February 2022



US Army Corps
of Engineers®



Supervising Volunteers

- Staff and volunteers who are asked to supervise volunteers must clearly understand the organization's expectation of them in their role.
- Supervision is an all-encompassing activity which involves the process of stimulating and overseeing the work of others.
- Excellent supervisory skills are not measured by your personal accomplishments, but by the success of those who report to you.
- You must be a superb supervisor when working with volunteers because they can more readily leave the organization.
- Supervisory tasks fall into 4 categories:
 - Preparation/orientation
 - Ongoing support
 - Reporting
 - Evaluation





Volunteer Supervisory Tasks



Preparation/Orientation

- Written position description
- Introductions to staff and volunteers
- Work area preparations
- Supervision and evaluation system explained
- Risk management issues handled
- Relevant policies and procedures shared

Ongoing Support and Resources

- Training
- Coaching (on-the-job)
- Ongoing informal appreciation
- Materials/information to support the work





Volunteer Supervisory Tasks



Reporting Requirements

- Individual and overall volunteer hours
- Impact of volunteer work
- Reports to Volunteer Coordinator and others
- Periodic written volunteer reviews



Evaluation

- Annual (or other timeframe) performance reviews of volunteers.
- Annual written evaluation of volunteers' work within the organization, your department, etc.

Supervision Methods:

- Specific appointments at designated times
- Open time for scheduling appointments
- Monthly group or individual meetings
- Supervision by “walking around”
- Regular reports/phone calls to and from volunteers working off site
- E-mail updates



Orientation and Training Volunteers



Think about a time when you volunteered...

- Recall the manner in which the organization made you feel at home with the new setting, position, or task.
- How helpful was the orientation?
- How were you specifically trained to be competent in carrying out the position/task?



A volunteer's orientation should include:

- Welcome from the volunteer coordinator
- USACE history, mission, values, systems and structure
- Operating project or office organizational chart
- Volunteer handbook
- Clothing standards
- Code of ethics
- Emergency contact lists
- Project and park brochures, maps, info sheets
- Safety training



Orientation Checklist

- Topics that could be included
- Who should be involved in orientation
- Methods of sharing orientation
- Best times to offer orientation
- Time lapse between volunteer interest and opportunity for orientation
- Which volunteers get orientation

Orientation Checklist and Questions

As a way to review and improve our orientation of volunteers, complete this check list for use at our seminar.

1. Topics in our orientation sessions	Yes	No	N/A	Needs to be improved	Don't know
History					
Welcome					
Mission/program					
Future goals/vision					
Philosophy of volunteer engagement					
Introduction to volunteer program					
Expectations/benefits of volunteering					
General policies/procedures					
Basic agency/facility info					
Staff and volunteers (organizational chart)					
Fundraising efforts					
Culture of agency					
Dress code, parking, etc.					
Liability coverage					
Training required					
Supervision system					
Handbook					
Confidentiality forms					



Orientation Examples on the NRM Gateway



- Berlin Lake orientation presentation
 - Chain of command, missions, history, welcome
- Bonneville Volunteer Handbook
 - Missions, expectations, policies, benefits, safety, standards of conduct, termination
- Lake Kaweah Volunteer Handbook
 - Safety, position descriptions, appearance, responsibilities, communications, duties, record keeping, VA, emergencies
- Lake Okeechobee Volunteer Handbook
 - Ethics, rules, emergencies, duties, position descriptions, use of government equipment, recognition



Volunteer Training



Potential Training Topics

- Skills, attitudes and knowledge to perform the job and any authority in decision making.
- Boundaries in what the volunteer can and cannot do and why.
- How to handle emergencies
- Basic water safety- reach, throw, row, don't go concepts, rescue equipment training
- Who the volunteer works with and how their responsibilities fit with staff and volunteer roles.
- How the volunteer position fits into the larger mission of the organization.

Training Tips

- Keep all volunteers updated.
- Keep records on training completed.
- Develop a checklist to monitor required training.
- Provide written handouts.
- Divide into groups by training needs.
- Involve volunteers in training other volunteers.

After the volunteer has been on the job awhile, ask: Is there anything you have experienced on the job that we have not adequately prepared you for?



Volunteer Training



It is the responsibility of the Volunteer Coordinator to certify that volunteers are proficient in the operation of any equipment assigned and that they meet the same licensing requirements that are applicable to USACE staff.

For long-term volunteers, an individual training plan is recommended to ensure adequate training.

- **Potential training for long-term volunteers:**

- Volunteer fee collection
- Defensive driving
- First aid and CPR
- Water safety rules/rescue equipment operation
- Boat operator
- Specialized certification for power tools, ATVs, hydraulic tools, etc.

- **Training topics for short-term volunteers:**

- Description of project
- Goals for the day
- Skills instruction/proper use of tools
- Safety, AHA, PPE
- Emergency evacuation plan





Volunteer Water Safety Training



Feb 2022: National Water Safety Team developed “Water Safety Information for Volunteer/Employee Training and Safety Briefings” slides


Available on NRM Gateway Volunteer GETS page:

<https://corpslakes.ercd.dren.mil/employees/gets.cfm?Id=volunteer&View=YEs>

And on Volunteer Training page:

<https://corpslakes.ercd.dren.mil/employees/training.cfm?Id=volunteer&View=Yes>

Water Safety Information
for
Volunteer/Employee
Training and Safety Briefings




US Army Corps
of Engineers®

Proper Rescue Techniques

Reach, Throw, Row, Go For Help




If the person is close, **Reach** out with a long object.



If you cannot reach the person, **Throw** them anything that floats.







If there is nothing to throw, **Row** a boat to the person in trouble.



Never place yourself in danger by going in for the person. Instead, **Go For Help!**

Throwable Devices

These flotation devices are intended for use anywhere. They are designed to be thrown to someone in the water and grasped and held by the user until rescued. They are not designed or intended to be worn and a user should not place this type on their back. A throwable device should not replace a wearable life jacket, but should be used as an extra flotation aid with a wearable life jacket.

What to Do if You Fall Through the Ice








Motivating Your Volunteers

- People are motivated to volunteer for a variety of reasons. What one person loves to do; another might not prefer to do.
- It is the volunteer coordinator's goal to achieve planned results through other people, by giving them:
 - Ownership
 - Responsibility for outcomes
 - Authority to think
 - A defined way to determine success
- Create a sense of community
- When you find good volunteers, inquire about their future plans. Let them know you want them back.
- Have FUN. Having fun and spending time with your volunteers is better than any certificate or award.





Motivating Your Volunteers

- Ask your volunteer why they want/like to volunteer. Success happens when you match the Corps' needs with a volunteer's ability and motivation.
- Examples of why people volunteer:
 - To be challenged
 - Develop new skills
 - Earn credit for school
 - Improve community
 - Impact/a cause they care about
 - Make a difference
 - Add variety to life
 - Socialize
 - Give back to community/agency
 - Meet new people
 - Escape from life stress
 - Receive recognition
 - Have fun
 - Donate professional skills
 - Gain self esteem and confidence
 - Maintain skills while out of job market
 - Work off court fines/mandatory service
 - Gain experience for career change
- Three primary motivators: Achievement, Affiliation, Power/Influence
- Find out what the volunteer's motivation is and shape the volunteer duties to meet those motivational needs.



Volunteer Management Success Story

Example: Carters Lake “Volunteer Hub”

- List of tasks that need to be done and hours earned for doing the job
- Volunteers select the job they want to do and sign up on the board
- Each job has list of equipment needed and where to find it
- Result = More productive/happier volunteers/less supervision needed



Volunteer Management

- Recognizing if your volunteer is the wrong person for a particular task
- Dealing with difficult people
- Don't avoid having difficult discussions.
- Know when to cut someone loose.



"I take it this department has had conflicts."



Volunteer Performance Issues

Why deal with performance issues?

- Other staff/volunteers are affected.
- No accountability otherwise.
- Holds volunteer work in high regard.
- Poor behavior is reinforced when not noted.
- Volunteers won't be able to be successful.
- Staff will resist utilizing volunteers.
- Volunteer may be in wrong position.
- Volunteer may need to be dismissed.



**"We're a Limited Partnership.
We're limited by Allen's pessimism,
Elizabeth's abrasive personality, and
Dave's refusal to work weekends."**



Range of Performance Issues

- Bothersome to dangerous, or seriously impacting the volunteer, visitors, staff, program
- Unusual behavior for that person to an ongoing pattern of behavior
- Behavior stemming from inability to carry out work to irritating personality traits.

Difficult types of behavior:

- Unable to do the work
- Undependable
- Confidentiality breach
- Behavior offensive to others
- Working beyond boundaries of position
- Misrepresenting USACE
- Unfriendly to new volunteers
- Not following policies/procedures
- Personal problems
- Resisting change
- Losing interest/dedication



“I have to come in late this morning, but I’ll make up for it by leaving early this afternoon.”



Rules of Constructive Confrontation

- Don't attack personality; focus on performance
- Be specific. Do your homework and have specific examples of the behavior to share.
- Keep conversations private.
- Make intervention timely but do not approach until you are calm and rational.
- Reiterate expected behavior using "I" not "you" language.
- Get agreement on the problem. (Allow volunteer to share own perspective.)
- Determine a shared commitment for finding a solution to the problem.
- Agree on a mutual plan to solve the problem
- Arrange for a follow-up meeting to determine if the issue is resolved or needs an alternate solution.



Alternatives or Dismissal

- Re-assign to new position
 - Train/coach or re-train.
 - Provide a more motivating climate if volunteer has lost interest in the work.
 - Give information on where and how to find a better-suited volunteer position in another organization.
-
- May be initiated by the organization or by the volunteer.
 - The volunteer may choose to leave USACE for any number of reasons.
 - USACE may dismiss volunteers due to non-adherence to rules and procedures or due to continued unsatisfactory performance after progressive warnings have taken place.





Volunteer Initiated Dismissal

- When the volunteer chooses to leave the organization, bring closure to the relationship through an exit interview to:
 - Gain a better understanding of the problems that the volunteer experienced with the organization.
 - Thank them for their service.
 - Pinpoint problems with some staff, departments or divisions of the organization.
 - Prevent or mitigate any bad feelings traveling out to the community.





USACE Initiated Dismissal

- Appropriate systems must be in place to release a volunteer of duty.
- When in doubt, use the standards and procedures for dismissing a paid employee.
- Each volunteer must understand from the start that certain standards and expectations must be met for success and continuation of the relationship.

Procedures for Releasing a Volunteer:

- Official warning letter provided to volunteer including specific information of what behavior needs to change and by when.
- Provide assistance to help volunteer change the behavior – and document changes.
- Give probation with special goals.
- Dismissal if goals are not achieved.
- Dismissal should be handled fairly and with utmost diplomacy. Don't apologize.
- Provide notification to staff, clients and other volunteers that the volunteer will no longer be working at the organization.

VOLUNTEER INCIDENTAL EXPENSES AND REIMBURSEMENTS



US Army Corps
of Engineers®



Volunteer Reimbursement



- Volunteers may be reimbursed for actual out-of-pocket expenses they incur in performing voluntary service when approved in advance and identified on the individual's OF 301a.
- Reimbursement should be handled on a case-by-case basis. Reimbursement of incidental expenses is not to be understood as salary and is not mandatory.
- Such expenses might include, but are not limited to, expenses relating to background investigation fingerprinting fees, laundering volunteer uniforms, transportation, lodging costs, subsistence meals during duty hours, and personal safety equipment.
- Claims for reimbursement should be submitted on Optional Form 1164, Claim for Reimbursement for Expenditures on Official Business, and payment made by Visa check or check from USACE Finance Center in Millington, or through direct deposit. The District Resource Management Office should be consulted, as procedures vary between locations.



Standard Form 1199a: Direct Deposit Sign-Up Form

(Send to Resource Management CEFMS data manager)



DIRECT DEPOSIT SIGN-UP FORM

DIRECTIONS

- To sign up for Direct Deposit, the payee is to read the back of this form and fill in the information requested in Sections 1 and 2. Then take or mail this form to the financial institution. The financial institution will verify the information in Sections 1 and 2, and will complete Section 3. The completed form will be returned to the Government agency identified below.
- A separate form must be completed for each type of payment to be sent by Direct Deposit.
- The claim number and type of payment are printed on Government checks. (See the sample check on the back of this form.) This information is also stated on beneficiary/annuitant award letters and other documents from the Government agency.
- Payees must keep the Government agency informed of any address changes in order to receive important information about benefits and to remain qualified for payments.

SECTION 1 (TO BE COMPLETED BY PAYEE)

A NAME OF PAYEE (last, first, middle initial)		D TYPE OF DEPOSITOR ACCOUNT <input type="checkbox"/> CHECKING <input type="checkbox"/> SAVINGS	
ADDRESS (street, route, P.O. Box, APO/FPO)		E DEPOSITOR ACCOUNT NUMBER	
CITY	STATE	ZIP CODE	
TELEPHONE NUMBER AREA CODE		F TYPE OF PAYMENT (Check only one)	
B NAME OF PERSON(S) ENTITLED TO PAYMENT		<input type="checkbox"/> Social Security	<input type="checkbox"/> Fed. Salary/Mil. Civilian Pay
C CLAIM OR PAYROLL ID NUMBER		<input type="checkbox"/> Supplemental Security Income	<input type="checkbox"/> Mil. Active
Prefix	Suffix	<input type="checkbox"/> Railroad Retirement	<input type="checkbox"/> Mil. Retire.
		<input type="checkbox"/> Civil Service Retirement (OPM)	<input type="checkbox"/> Mil. Survivor
		<input type="checkbox"/> VA Compensation or Pension	<input type="checkbox"/> Other _____ (specify)
		G THIS BOX FOR ALLOTMENT OF PAYMENT ONLY (if applicable)	
		TYPE	AMOUNT
PAYEE/JOINT PAYEE CERTIFICATION		JOINT ACCOUNT HOLDERS' CERTIFICATION (optional)	
I certify that I am entitled to the payment identified above, and that I have read and understood the back of this form. In signing this form, I authorize my payment to be sent to the financial institution named below to be deposited to the designated account.		I certify that I have read and understood the back of this form, including the SPECIAL NOTICE TO JOINT ACCOUNT HOLDERS.	
SIGNATURE	DATE	SIGNATURE	DATE
SIGNATURE	DATE	SIGNATURE	DATE

SECTION 2 (TO BE COMPLETED BY PAYEE OR FINANCIAL INSTITUTION)

GOVERNMENT AGENCY NAME Internal Revenue Service-Grant Program Office	GOVERNMENT AGENCY ADDRESS 401 W Peachtree St NW, Stop 420-D Atlanta, GA 30308
--	--

SECTION 3 (TO BE COMPLETED BY FINANCIAL INSTITUTION)

NAME AND ADDRESS OF FINANCIAL INSTITUTION	ROUTING NUMBER	CHECK DIGIT
	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	
DEPOSITOR ACCOUNT TITLE		
FINANCIAL INSTITUTION CERTIFICATION		
I confirm the identity of the above-named payee(s) and the account number and title. As representative of the above-named financial institution, I certify that the financial institution agrees to receive and deposit the payment identified above in accordance with 31 CFR Parts 240, 209, and 210.		



Volunteer Transportation

- Reimbursement for transportation expenses to and from a volunteer's residence may be authorized if within a reasonable commute.
- It is recommended that volunteers needing routine reimbursement for local mileage driven in a personal vehicle be added to CEFMS and local travel vouchers be processed as with USACE employees. Volunteers may sign up for direct deposit.
- Reimbursement for POV mileage will not exceed rates identified in the JTR.
- Long distance travel may be reimbursed in cases where it can be shown that the services of the volunteer are of exceptional value.
- Invitational travel orders approved at the District level shall be used for long distance travel.
- Long distance reimbursement will not exceed the amount identified in the JTR
- Transportation may include any mode recognized by the JTR, including POV, public transportation, trains, and airplanes.



Request for Invitational Travel Order

(Accompanied by long-distance travel cost benefit memo)

Example from NWW



DEPARTMENT OF THE ARMY
CORPS OF ENGINEERS, WALLA WALLA DISTRICT
201 NORTH THIRD AVENUE
WALLA WALLA, WA 99362-1876

CENWW- [redacted]

MEMORANDUM THRU

Natural Resource Manager, [redacted]
Operations Project Manager, [redacted]

FOR Chief, Natural Resources Management, [redacted]

SUBJECT: Request for Invitational Travel Orders Approval

1. Requesting prior approval for an individual to travel on invitational travel orders.

a. Traveler's Name (first, middle, last): [redacted]

b. Social Security Number:

Not Applicable

c. Traveler's Address:

d. Traveler's Phone Number:

e. Requesting Organization Code:

f. Start and end dates of travel:

g. Travel Location (i.e. HQ, McNary): [redacted]

h. Cost Estimate Total:

\$ 0.00

(1) Travel:

(2) Per Diem:

\$ 0.00

(3) Misc. Expense: (parking fees, hotel taxes, ground transportation, mileage, etc.)

\$ 0.00

CENWW- [redacted]
SUBJECT: Request for Invitational Travel Orders Approval

i. Other Remarks:

2. The Point of Contact for this request is [redacted] and can be reached at [redacted]

Approved
Not Approved

[Click Here to Attach Documents](#)

- 2 Ends
1. Volunteer Service Agreement
2. Cost Benefit Analysis

[redacted]
Chief, Natural Resources Management
Walla Walla District



CENWW-ODT

16 November 2020

MEMORANDUM FOR: Chief, Natural Resources Management, Joyce Dunning

SUBJECT: Cost-Benefit Analysis for Walla Walla, WA Grounds Maintenance/Office Volunteer

1. This memorandum serves to request District Approval, as required by ER 1130-2-500, Chapter 10, "Volunteer Program," superseded by Implementation Guidance for Section 1047 (d) Services of Volunteers, of the Water Resources and Reform Development Act (WRRDS) of 2014, Public Law 113-121 for the reimbursement of long distance travel expenses from a volunteer's residence to their assigned duty station and for return trip. Payment on return trip is based on fulfillment as stated on the Volunteer Service Agreement and cannot be more than the miles as stated it took on arrival. Section 1047 (d), states:

"Long Distance travel expenses may be reimbursed in cases where it can be shown that the services of the volunteer will be of exceptional value to the USACE. Such long distance travel must be accomplished under one of the authorities in Appendix E of the Joint Travel Regulation (JTR) that authorizes the issuance of Invitation Travel Orders, and may be approved at the district level. The rate that volunteers may be reimbursed for long distance travel will not exceed the amount identified under the JTR for Government employees under similar circumstances. Transportation may include any mode recognized by the JTR, including, but not limited to, personal vehicle, public transportation, trains, and airplanes."

2. John Doe has been recruited to fill the Grounds Maintenance/Office Volunteer position at Walla Walla, WA. Mr. Doe's commitment exemplifies exceptional value to the US Army Corps of Engineers. The current Department of Labor hourly rate calculated for volunteer services – the benchmark value for Corps of Engineers Volunteer services - is \$27.20 per hour. John Doe will provide approximately 52 weeks of service from April 2020 to November 2020, working 20 hours per-week, at a value of \$26,112.00. The total Invitational Travel Order is for the amount of \$550.00. Other costs associated with amenities (electric hookup, sewer, water) provided to the Mr. Doe during the duration of the Volunteer Service Agreement is estimated at \$1,400.00. The total expenses to have Mr. Doe on-site is estimated at \$1,950.00 during the 52 weeks agreed upon within the Volunteer Service Agreement. This brings the total value of service to \$24,162.00.



Cost/Benefit Evaluation Letter Example

(Example from NWW)

3. The project lacks funding to provide service contracts of equivalent value, additionally this project lacks funding to hire additional government employees, therefore this work is not suitable for current staff levels of Government employees. The Grounds Maintenance/Office Volunteer at Walla Walla, WA provides exceptional value to public safety and emergency response. This volunteer also provides a deterrent to negative behaviors in the form of presence and provides information assistance on a variety of matters posed by the public.
4. The point of contact for this request is the Walla Walla Volunteer Coordinator, Nathan Seibert, available at 509-527-7126 or Nathan.R.Seibert@usace.army.mil.

2 Encls
1. Request for ITO
2. Volunteer Services Agreement

Nathan Seibert
Walla Walla Volunteer Coordinator



Volunteer Lodging



- Volunteers may be provided modest lodging at the project where their service occurs and not be required to pay a user fee.
- Districts may use appropriated funds to rent, purchase, or construct volunteer accommodations.
- Permissible lodging may include mobile homes, RVs, campers, cabins, hotel rooms, apartments, former government housing, or campsites.
- Accommodations should be noted on the volunteer agreement.



Food/Beverage Purchases

- Food and beverages may be provided to volunteers only when such subsistence is incidental to the rendering of volunteer services.
- The GPC card may only be used to purchase food with prior written approval from the District Commander.
- Volunteers may be reimbursed for meals during the period of volunteer work, which shall not exceed the GSA schedule for government per diem.
- Meals and beverages provided for a recognition event are not incidental to the rendering of volunteer services and are therefore impermissible.
- Any food or beverages purchased under this policy must be reviewed and approved by the District Resource Management Office (RM) and documented (i.e. email or Memorandum for Record (MFR)).





Food/Beverage Reimbursement Process

- Volunteer submits expense receipts to the Volunteer Supervisor within the first 10 days of each month. The receipts must contain only those items for which reimbursement is expected.
- Volunteer Supervisor will forward the receipts to the Volunteer Coordinator, who will verify that the expenses are approved, as indicated by the Volunteer Service Agreement.
- Volunteer Coordinator will document the incidental expenses on OF 1164, Claim Reimbursement for Expenditures on Official Business, and attach all expense receipts to the form.
- Volunteer Coordinator will submit OF 1164 to Resource Management for review. If the documentation is determined to be acceptable, the payment will be certified, and a check will be sent to the address on OF 1164.



Volunteer Clothing

- Official Corps volunteer clothing items must be purchased from the Corps uniform contract provider. Local purchase of similar items to the contact in different colors is not authorized.
- Multiple quantities of items may be provided to an individual. (Recommend 1 clean shirt per day of work week.)
- Volunteers are not authorized to wear the NRM uniform patch or any other item of the official NRM Class B-C-D uniform.
- For volunteers performing maintenance duties, T-shirts may be ordered from a local vendor with the Corps logo and “Volunteer” but must be in colors similar to those offered under the uniform contract, with the exception of safety-colored shirts and reflective materials.





Volunteer Clothing

VOLUNTEER PROGRAM
VOLUNTEER PROGRAM



Available from VF Imagewear:

- Vests: red
- Sweatshirt jacket: red
- Winter ball cap: white/black
- Summer ball cap: khaki or red
- Name Plate: magnetic or pin
- Polo: red/white
- Long sleeve polo: red



C04105 Unisex Vest



C05127 Unisex
Volunteer Hooded
Jacket



C07169 Unisex
Summer Ball Cap



C07170 Unisex
Summer Ball Cap



C07171 Unisex
Volunteer Ball Cap



C07172 Unisex
Magnetic Volunteer
Nameplate



C07173 Unisex Pinback
Volunteer Nameplate



C05030 Unisex
Volunteer Polo



C05031 Unisex
Volunteer Polo



C05032 Unisex
Volunteer Polo

To order:

Website: <https://www.vfsolutions.com/lma/>

Account Number: UAA code in CAPS (or project code - typically 5-6 letters total, with 3 letters for district and 2-3 letters for project.)

Example: LRNOLD is the code for Old Hickory Lake in the Nashville District.

Password: UAA code in CAPS (same as above Account #).

Click on USACE logo, Enter Acct # and PW and click LOGIN, Click on CONTINUE

Go to PRODUCTS and select VOLUNTEER PROGRAM from the dropdown menu

Use the government VISA credit card to purchase.

NOTE: If you do not know or remember your Code and Password, contact Heather Burke.



Upcoming Volunteer Webinars/ Important Dates



- Mar 4, 10:30 – 11:30 Pacific/1:30 – 2:30 Eastern: Volunteer evaluations and awards. Entering volunteer data in NRM Assessment
- Apr 17 – 23: National Volunteer Week