FORT WORTH DISTRICT VOLUNTEER GUIDELINES

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I.   INTRODUCTION

A. Purpose

1. The Fort Worth District Volunteer Handbook is an essential tool available to all Fort Worth District volunteer coordinators. It has been designed to serve as a combination training guide and bookshelf reference. Its purpose is to:

   a. Outline policy and recommended procedures for management of volunteer programs within the Fort Worth District.
   b. Aid in the development of Volunteer Management Plans and Needs Assessments.
   c. Provide volunteer recruitment and management guidance to result in a productive volunteer program.
   d. Define safety and training requirements necessary for volunteers.
   e. Establish an understanding of volunteer program reviews.
   f. Explain and provide examples of the various forms necessary to properly administer the volunteer program in accordance with existing regulations and review record keeping best practices.
   g. Provide available references, resources, and sample documents.

B. Volunteer Program Goals

1. Fort Worth District seeks to implement a volunteer program that will fully utilize the energy and enthusiasm of individuals and organizations supporting U.S. Army Corps of Engineers public lands while developing relationships with potential future volunteers.   A well-managed volunteer program will assist projects in the accomplishment of Operational Management Plan objectives through leveraging Operation and Maintenance funds.

C. Definitions and Responsibilities

1. In order for the Fort Worth District Volunteer Program to achieve the highest level of success, all employees must be involved at some level. Most employees will provide general support for the program; however, some may be required to take on a more active role. These roles and their responsibilities are defined below.

   a. Community Resource Coordinator (CRC) – The Community Resource Coordinator is typically a regional employee given oversight duties of volunteer programs within their region. This person is also a liaison between the Fort Worth District, their assigned region, lake managers, and volunteer coordinators. They are responsible for conveying current and updated information pertaining to the volunteer program. The CRC also communicates changes, progress, or other issues concerning the volunteer program with the Operations Project Manager

and Deputy Operations Project Manager. The CRC is also responsible for conducting the overall program review (audits) for lakes within his/her assigned region to assure program compliance.

b. Accepting Official (AO) – In the Ft. Worth District, the Accepting Official (AO) may be the Operations Project Manager (OPM) or the Lake Manager. The OPM may delegate the authority to the Lake Manager in writing, in which the Lake Manager will act as the AO and shall not redelgate the authority. It is the role of the AO to assure that the program is operating in accordance with all regulations and policies. The AO is also the authorized signatory to accept volunteer services on OF 301A, Volunteer Services Agreement for Natural Resources Agencies. THE AO SHOULD BE DESIGNATED IN WRITING. (See example in Appendix A)

c. Volunteer Coordinator (VC) - The Volunteer Coordinator is a lake office employee who ensures that the volunteer program at his/her assigned lake complies with all regulations and policies. The VC should be designated in writing (Appendix A) and have a working knowledge of the policies surrounding the volunteer program. This individual is responsible for volunteer recruitment, in-processing/exit evaluation, placement, management, and all required documentation for the volunteer program. The VC shall communicate often with the Lake Manager regarding the volunteer program in order to maintain a successful program which meets the needs of the lake. It is recommended that the VC conduct at least two (2) program reviews each year. For a more thorough listing of prerequisites for the VC position, see EP 1130-2-429, Chapter 2.

   (1) Additional Volunteer Coordinator Responsibilities:

      (a) Develop and implement a tracking system for the preparation and archiving of volunteer records that will include applications, interview forms, agreements, District Safety Office approved Position Hazard Analysis (PHA)/Activity Hazard Analysis (AHA) records, training, specific work performed, assessments and evaluations, and hours worked during the fiscal year.
      (b) Assess and record actual benefits of volunteer work performed to the government for each project and enter this data into OMBIL and report to project management. (See Section VI– Recordkeeping and Volunteer Recognition)
      (c) Maintain a list of projects and project personnel who will supervise the work performed by the volunteers
      (d) Obtain feedback on the volunteer program on a regular basis.
      (e) Lead local project personnel in setting yearly goals through the use of the Volunteer Management Plan and Needs Assessment. (See Section II – The Volunteer Management Plan, Needs Assessment, and Recruiting).

d. Volunteer Supervisors – Volunteer supervisors are those employees who oversee the day-to-day activities of a volunteer. There is no requirement to assign a volunteer supervisor separate from the volunteer coordinator; however, volunteers may work in a specialized area where another employee may be their direct supervisor. For example, the office administrative assistant typically will oversee the daily activities of volunteers who work in the office. Because everyone is responsible for safety, this individual should check with the volunteer coordinator before changing the scope of work for the volunteer. The volunteer supervisor should provide feedback regarding the volunteer's performance as requested to the volunteer coordinator.

e. Volunteer – There are many categories of volunteers who perform work for the U.S. Army Corps of Engineers. One type of volunteer may perform work during scheduled events or through local community service projects defining their work as episodic. Another type of volunteer may reside in a designated camping area and perform work in exchange for their campsite during a lengthy period of time defining their work as more long-term. All volunteers are equally important to the success of any volunteer program. Feedback from the volunteer regarding their program can prove to be valuable in the overall program.

II. THE VOLUNTEER MANAGEMENT PLAN, NEEDS ASSESSMENT, AND RECRUITING

This section is designed to help the volunteer coordinator and the project staff to determine the project's needs to successfully administer the volunteer program. This process should be a team effort. The staff should have a vested interest in planning and coordinating the plans and workload of the volunteers. Before the volunteers even show up to the lake, the project staff need to develop both the Volunteer Management Plan and the Needs Assessment.

A. Volunteer Management Plan:

1. The Volunteer Management Plan (VMP) is a document that is similar to the Lake Operations Management Plan (OMP). It should be the starting ground for any volunteer program and is a brief synopsis of the volunteer program at your lake. Each lake shall have a VMP on file. The VMP shall include the following items:

   a. The volunteer program goals at your lake
   b. Who the accepting official is
   c. Who the volunteer coordinator is
   d. The volunteer coordinator's responsibilities/duties
   e. How the volunteer coordinator will train the staff on the program
   f. How recruitment will be handled
   g. Overview of safety
   h. Requirements of the program (i.e. VMP, Needs Assessment, forms, training, etc.)
   i. Recommendations (i.e. interview questions, in-processing forms, etc.)
   j. Volunteer Types (hosts, local clubs/scouts, etc.)

k. Position Descriptions
l. Needs Assessment

2. Once a VMP is created, it does not necessarily have to be updated annually. Updates are done on an as needed basis. For example, if there is a new accepting official or volunteer coordinator, the VMP would need to reflect those changes. A template for creating the VMP can be found in Appendix A.

B. Needs Assessment

1. The Needs Assessment (NA) is a part of the VMP and shall be completed every fiscal year. The NA works similar to the OMP Task Sheets. Each lake project should develop a list of specific tasks necessary for accomplishment of project goals. Coordinators should meet with their managers and the project staff to establish needed tasks and the priority for each task. It is a good idea to complete the NA along with the OMP Tasks in order to determine what tasks will be accomplished through contractor labor and what tasks will be accomplished by volunteers. Each task in the NA should list the estimated number of volunteers and hours needed to complete the task, the timeframe, location, basic job functions, skills desired, trainings required, and any equipment, supplies, or materials needed to complete the task. A well thought out NA can assist the project to identify and assign tasks quickly and easily. Coordinators should also meet with the volunteer team regularly checking the status of current tasks and reprioritize tasks as necessary.

2. The NA should include pre-planned projects for any volunteer groups associated with partnership agreements or any one time events scheduled at your lake. This could be groups such as Boy Scouts/Girl Scouts of America, Equestrian Riders groups, Texas Master Naturalists, Hike and Bike Clubs, Fishing Clubs, Water Safety Partners, Colleges/Universities, National Public Lands Day, Earth Day, etc.

3. A template for completing the NA can be found in Appendix A. This example can be modified to best fit your project needs.

C. Recruiting

The basic goal to any volunteer program is simple: Have a need? Fill a need! The efficiency and effectiveness of the volunteer program can be enhanced by systematically encouraging recruitment. It is recommended that you develop a recruitment plan for your lake project volunteer program. By knowing what your needs are, who is responsible for recruiting, and where and when to recruit, you will more easily fill your volunteer positions with the best individuals possible.

1. Job Descriptions

a. The Needs Assessment determines all the tasks you wish to accomplish this fiscal year. It also outlines how many volunteers you will need and what skills the

volunteers will need to accomplish the task. This information can be used to create the job descriptions for your recruiting process. Job Descriptions shall include several key items:

(1) Job Title
(2) Goals/Description of work
(3) Timeframe
(4) Location
(5) Essential Functions including physical, mental, visual, and auditory requirements
(6) Desired Skills
(7) Volunteer Coordinator Contact Information
(8) Sample Job Descriptions and further information for developing more effective job descriptions can be found in Appendix A.

2. Who will do the recruiting?

a. Volunteer Coordinator - Most of the time, the recruiting will be handled by the VC. He/she will be primarily responsible for ensuring Job Descriptions are created to meet the project's needs and are advertised in a timely and appropriate fashion. The VC is typically the point of contact for interested volunteers, however all team members should be informed about the importance and need of each new position to ensure that they are able to adequately answer questions from potential volunteers.

b. Staff Members - Everyone involved in the organization must know that recruiting is everyone's business. They also need to understand what their responsibilities are within the framework of the recruitment plan. The VC should ensure that every staff member understands the procedure for assisting interested volunteers. For example, if the VC would like every interested volunteer to fill out an application straight away, every staff member should know where to direct a person to find that application. As with all members of the public, professionalism and courtesy are essential to making potential volunteers feel comfortable and welcome. While everyone may be involved at some point in recruiting new volunteers, it is very important for staff members to always communicate with the VC before committing to recruiting a new volunteer.

c. Volunteers – Volunteers will most likely talk with park visitors firsthand about their experience. Just as with the project staff, volunteers should be informed about how potential volunteers should contact the VC and about what positions are available. Current volunteers can be your best recruiters.

3. Where do you advertise for recruits?

a. Network List – Developing a network of sources for volunteers can greatly decrease recruitment time when a new project arises. Each project's local VMP

should include a variety of organizations, ranging from local groups such as a fishing club to nationally recognized organizations such as the American Red Cross. The plan should also include a list of the groups or individuals in the area that would be interested in volunteering. Be sure to include a point of contact with complete address, website and telephone numbers. Remember to update the list periodically.

b. Recruiting Service - Recruitment can be done through an agreed partnership such as the Volunteer Clearinghouse.   The Volunteer Clearinghouse is a national listing location for Corps volunteer projects. The public can also post their applications on the Clearinghouse for recruiters to use. For more information on the Volunteer Clearinghouse visit their website at http://www.usace.army.mil/Missions/CivilWorks/Recreation/VolunteerClearing house.aspx or call 800-865-8337. Appendix A has a listing of other excellent recruiting organizations. Coordinators may want to identify 2-4 large-scale sources to regularly post job announcements.

c. Project website – The project website is also an important tool for advertising your current job openings and providing easy access to the volunteer application. It can also be used to update current and potential volunteers on what's happening in the volunteer program. Keep the site up-to-date and engaging by providing a glimpse into the personal stories created by your volunteers.

d. Social Media – Social media sites like Facebook, Twitter, LinkedIn and others can be great places to recruit potential volunteers. Be sure to check with the staff person at your office who oversees these accounts.

e. Media - Media coverage of volunteer activities can help achieve numerous program goals. Both written and video coverage not only serves as a very vivid recruiting tool but also as a form of recognition for current volunteers. National publications, such as Workamper, are a particularly valuable recruiting tool and should not be overlooked. A record of various media sources and their subscriber profiles specific to your lake(s) should be maintained. The list should include addresses, telephone numbers and contact persons at local print and electronic media sources.

f. Word-of-Mouth - One of the strong points of a recruiting campaign is the strength of the network within the community. Many times, recruits learn about volunteering in your program from seeing and talking with the volunteers in the parks or community. Discussing the program with park visitors is a great way to get the word circulating amongst the camping community. Remember though, negative comments and experiences travel just as quickly through the neighborhood circle as do positive ones.

g. Flyers and Brochures – These channels of recruiting can be very time-consuming and expensive for project personnel to create and maintain. Printed material,

however, can be a very appropriate addition to a water safety table or outdoor expo if the volunteer coordinator has the means to develop the material. Examples of recruiting flyers are found in Appendix A.

4. When to recruit?

   a. An ongoing assessment and schedule of programs and projects can help alleviate last minute stress to find a suitable volunteer for a job. You may want to designate specific times of the year for recruiting and screening. For example, the month of January may be the time you do your interviews and selections for summer Park Hosts. Be sure you have planned your job announcements before January so you have a pool of the best applicants possible from which to choose. If an unexpected project arises, the Network List discussed above can be invaluable for recruiting appropriate volunteers on short notice.

5. Why recruit?

   a. Tailor your volunteers to the needs of your program, not your program to the volunteers. To most effectively accomplish the goals of your volunteer program you must find the people with the appropriate skills to reach those goals. You do not have to accept every volunteer who walks through your door. If your Needs Assessment tells you that you need someone with plumbing experience to help install the new toilets in the bath houses, the "walk-in" scout group looking for a project is not going to work. However, if your lake is coming out of flood stage, those scouts may be perfect for clearing debris from the shoreline.

6. How to Recruit

   a. Be careful not to "over-recruit" - Over recruiting can be just as harmful as under recruiting. If there is only enough work for 2 volunteers, why would you want to recruit a volunteer staff of 10 people? The volunteer program coordinator and the staff need to manage the program efficiently and only recruit the number of volunteers needed to complete the tasks.

   b. Be honest and up-front – Do not confuse being pleasant to potential volunteers with telling them what they want to hear. If you do not currently need new volunteers or do not think a person's skills will fit into your needs, politely say so. It will be far more harmful to your program if a person is led to believe they would be useful only to never hear from you again. Be up-front about your needs and most people will recognize for themselves if they are or are not going to fit the bill.

III. SCREENING AND SELECTING VOLUNTEERS

A. Application Process

1. OF 301, "Volunteer Application for Natural Resources Agencies"

   a. This form shall be provided to all people who request information about the volunteer program. It is designed to gather pertinent information on a potential volunteer's background and areas of interest and skills. It can be used to screen applicants, to develop a file of potential volunteers or to refer volunteers to other projects or agencies. It is very important that the volunteer applicant complete this form accurately and thoroughly. All applicants must have this application form in their records.

2. References

   a. After the application is received, the VC or the AO for the volunteer program should check every applicant's references. It is very important to verify the information provided in the application. Past experience is essential when matching a potential volunteer to a position.

3. Interview

   a. Interviewing allows the applicant and the interviewer to determine if there is a good match between their interests. Taking the time to interview and screen volunteers enables you to determine if the volunteer has the needed skills, experience, and motivation to perform jobs and tasks for your organization.

   b. Before the Interview:

      (1) Review all available information about applicant.
      (2) Define the project's needs and review job description.
      (3) Formulate questions to bring out the information you need to screen for the job(s). A set of sample questions is available in Appendix B.
      (4) Inappropriate/Illegal interview questions can be found in Appendix B.
      (4) Schedule adequate time (generally one half-hour) for the interview.
      (5) If the candidate will be supervised by a staff member or another volunteer, invite the supervisor to the interview, or have him/ her perform the interview.

   c. During the Interview:

      (1) Put the applicant at ease with a warm greeting and appropriate introductions.
      (2) Clarify the purpose of the interview.
      (3) Establish the time frame for the interview.
      (4) If needed, give the applicant a brief overview of the Corps of Engineers and your project.
      (5) Ask questions to find out about the applicant's hobbies, interests, past jobs, motivators, dislikes, etc.
      (6) Share information about possible jobs for which he/she might be suitable.

(7) If you have several applicants for the same position, be sure to ask each of them the core questions.

(8) Provide each applicant the necessary information about job requirements, hours of service, place and conditions of work, training, clothing requirements, opportunities offered, and level of supervision to be expected.

d. Close the Interview:

(1) Review and summarize the interview and share what the next steps will be and inquire whether all questions and concerns have been addressed.

(2) Finally, in closing the interview the applicant should be thanked for his/her time and interest in the organization. Ensure that the interview responses are recorded and placed in the applicant's file. Complete and accurate recordkeeping will help you maintain a file of potential volunteers.

B. Background Screening

1. As outlined in the August 2016 Implementation Guidance for Section 1047(d), VC's shall practice due diligence in screening volunteer candidates to assure the safety and security of USACE staff, contractors and of the general public.

2. Per the August 16 Implementation Guidance for Section 1047(d)., background/security checks will be required for any individual volunteering in one or more of the following scenarios, and will be effective for a maximum period of one year.

a. Individuals who volunteer for more than 180 calendar days in a year

b. Volunteer positions that require wearing the Corps volunteer clothing/name tag who work independently of Corps personnel

c. Volunteer positions that require access to government files and records

d. Volunteer positions that require collection or handling fees

e. Volunteer positions that require access to Corps networked computer (the Implementation Guidance for Section 1047(d) for additional requirements)

f. Volunteer positions that involve regular contact with children under 18 years of age without a parent or guardian present, or which do not require the volunteer to work under constant line of sight supervision (LOSS) by USACE personnel who have been screened in accordance with Army directive 2014-23.

3. Per the August 2016 Implementation Guidance for Section 1047(d), background/security checks may be conducted, but not required for any of the following:

a. Individuals who volunteer for one-time events

b. Individuals who volunteer for less than 180 days and who do not meet any of the scenarios as described in section 10-2g (1-6 above)

c. Volunteers who only work under line of sight supervision by USACE personnel.

4. It is also the policy of the US Army Corps of Engineers - Fort Worth District (POL 14-06) that criminal background/security investigations are required for non-volunteers residing with volunteers on Corps of Engineers fee lands. Adult guests (age 18 and over) of volunteers may stay with the volunteer no more than fourteen (14) days during any 30 consecutive-day period. If any adult guest stays longer than fourteen (14) days during any 30 consecutive-day period, the guest will be subject to criminal background/security check. The guest must receive permission to stay onsite from the AO. A memorandum for record documenting the non-volunteer's background screening and permission to reside with the volunteers, signed by the AO, shall be retained by the local VC. A sample memorandum can be found in Appendix B.

5. All screens will be good for one year. All disqualified individuals have the right to dispute the findings of the background screening directly with the company providing the screening service. Fort Worth District retains the right to require additional background screens at any time. The AO has the discretion to accept or refuse services from a potential volunteer based on the findings of the background screen.

6. To process a required Background Screening, the following steps should be followed:

a. Every individual required to submit to Background Screening must complete, sign and date the Consent and Waiver Release Form that includes a Privacy Act Statement. This form is located in Appendix B. This form will be submitted and the individual cleared before the individual is left to work independently as a representative of the USACE or in a position of public trust and before a non-volunteer resides with volunteer for more than fourteen (14) days during any 30 consecutive-day period.

b. Upon receipt of the above described document, the local VC or AO will submit the completed form to a screening vendor that will perform the background screen.

c. All information received as a result of a background screen is strictly confidential. Screening results for all applicants shall be provided via Department of Defense e-mail or other secure method to the designated VC or AO of the field office that submitted the request. Screening forms and results shall be secured at all times so that they are only seen by those determining volunteer eligibility and the individual volunteer to whom the information pertains.

d. Screening results may be provided directly to disqualified individuals. Notification that the individual is prohibited from participating in the Fort Worth District Volunteer Program shall be sent or delivered to the individual by the VC or the AO

7. Persons unwilling to submit references or allow a background check should be red flags in the interview process.

8. Required Components of Fort Worth District Background Screens:

   a. Social Security Verification – Shall verify the volunteer's name against the SSN provided and help eliminate the possibility of false names and/or information.

   b. Address Trace – Shall verify the volunteer's current address and identifies previous addresses. This information shall be utilized to determine the jurisdiction in which the background screening is conducted.

   c. State or County Criminal History Check – This check shall capture all misdemeanor and felony convictions within the jurisdictions identified in the Address Trace.

   d. Sex Offender Registry – Shall conduct a search of all 50 state repositories including the District of Columbia for known sex offenders.

   e. A profile report from the vendor who performs the background screen shall include all relevant information related to each of the above screening areas.

9. Automatic Disqualifiers for Participation in Fort Worth District Volunteer Programs per the Implementation Guidance for Section 1047 (d) (see Office of Counsel Opinion in Appendix B):

   a. Persons who have been convicted of a violent crime, sexual crime, arson, crime with a weapon, sale or intent to distribute illegal drugs, or are an organized crime figure will not be utilized as volunteers.

   b. Crimes against another person

   c. Any other disqualifiers set by the local Accepting Official should be in writing and added to the local Volunteer Management Plan.

   e. Falsification of information on any volunteer application or the consent/release form is grounds for denial of participation in the program or termination of an existing volunteer agreement.

10. Off-duty USACE personnel (i.e. in their personal capacities) and their families may be volunteers; however, USACE personnel will not be accepted as volunteers for any USACE installation for a program in which they are employed.

C. Volunteer Agreement

1. OF 301a, "Volunteer Agreement for Natural Resources Agencies" shall be used for Individual Services AND Volunteer groups at Corps civil works projects regardless of mission. This form is the official document that legally enrolls an individual or group in the program and provides him or her with federal protection in case of injury or tort claim. Volunteers under the age of 18 must have a parent or guardian complete the parental consent. This requirement also applies to volunteers of organized groups. OF 301a must be completed and signed prior to commencement of work by both the volunteer and/or group representative and the AO for all volunteers, even for work projects of only a few hours in duration. Anytime there is a break in service a new volunteer agreement must be completed.

2. OF 301b "Volunteer Services Agreement – Natural & Cultural Resources Volunteer Sugn-up Form for Groups" applies to groups ONLY. It will not be required for individual volunteers. OF 301b does not replace OF 301a for groups. It is to be filled out IN ADDITION to the OF 301 a. If the volunteer group consists of adults only, the group only needs to fill out one OF 301a and OF 301b shall be completed by each group member and attached. If children under the age of 18 are volunteering as part of a group, then each individual under the age of 18 must have a parent or guardian complete the OF 301(a), even if the individual's parents or guardians have signed release forms from other organizations.

3. A complete, detailed description of the duties, conditions, and responsibilities should be attached to each OF 301a. This is important in case questions arise on whether the volunteer was acting within the scope of his/her assigned responsibilities. An PHA or AHA (depending on circumstance) must also be attached to each OF 301a.

4. If a volunteer, while in the scope of his/her duties, may come in contact with sensitive or Personal Identifiable Information (PII), then the volunteer will need to sign the "Addendum to Volunteer Agreement – Privacy Act Notice." This form can be found in Appendix B.

5. OF 301a can be modified at any time by mutual consent, but it must accurately reflect the duties of the volunteers at all times.

6. The acceptance/termination line at the bottom of the form serves two purposes. It provides the AO with a means of officially terminating an agreement, if appropriate, and it provides a legal record of when an agreement was terminated in case of a law suit or injury claim.

7. A copy of the agreement along with any revisions or amendments should be given to the volunteer for his/her records. The original should be retained by the accepting official for a three-year period. The inactive file is to protect against possible law suit or injury claim.

8. A copy of OF 301a, OF 301b and instructions on filling them out can be found in Appendix B.

IV. SAFETY AND TRAINING

Volunteers will be provided a work environment which is, in all respects, equivalent to that provided for Corps employees performing similar duties. In other words, treat volunteers just as you would staff members. This must be especially true in the area of safety. The volunteer coordinator should work closely with the office or project safety officer to assure that all safety requirements (EM 385-1-1 and others) are met for volunteers. Remember, volunteers are expected to receive the same training as an employee IF the volunteer will be performing a task that requires the mandatory training (i.e. entering a confined space, coming in contact with hazardous energy, etc.)

A. Position Hazard Analysis (PHA)

1. A Position Hazard Analysis (PHA) is a document that addresses and analyzes all the risks of a particular occupation job series or position. It reviews the tasks that the position will most likely perform, the hazards associated with those tasks, the necessary personal protective equipment (PPE) needed for the tasks, and the correct actions to take to minimize the risk of injury to the employee or volunteer or to others. It also lists any training that is required for the position and tracks the trainings onces complete.

2. An "approved" PHA must be in place prior to any work being performed by the volunteer! "Approved" means that the PHA has been reviewed by the Safety Office and has been authorized to use. Several PHA's have already been approved by SO and can be found in Appendix C.

3. Each volunteer shall be provided with an approved PHA and should review and become familiar with the hazards associated with their position and should utilize the information on the PHA prior to the performance of their tasks. Some volunteers may perform work in several different series. For example, someone may perform office duties in the morning and maintenance duties in the afternoon. If a volunteer falls into 2 or more positions, they should be provided with all applicable PHA's, or a specialized PHA can be created but must be approved by the Safety Office.

4. Each volunteer's PHA shall be reviewed and updated annually (or if the volunteer changes positions) and must be signed by the VC, AO, and the volunteer. VC's should always verify with the CRC or the SO that they are using the most current version of the approved PHA prior to assigning the PHA to the volunteer. Once the

PHA has been reviewed and signed by all, they shall be filed in the individual volunteer's personnel record.

B. Activity Hazard Analysis (AHA)

1. An Activity Hazard Analysis (AHA) is similar to a PHA but it focuses on a specific activity. An AHA details the hazards and safety requirements of a specific task such as the operation of a chainsaw or operation of a lawn mower.

2. An AHA shall be used for any task not covered within the PHA. The onsite supervisor shall assure that the AHA is reviewed and signed by all involved persons (staff members and volunteers) prior to the performance of any work associated with the activity. Signed AHAs shall also be kept in the volunteer's personnel record. Examples of AHAs are located in the OD-TN SharePoint Site at https://team.usace.army.mil/sites/SWF/OD/NRR/RDocs/Forms/AllItems.aspx?RootFolder=%2Fsites%2FSWF%2FOD%2FNRR%2FRDocs%2FPrograms%2FVolunteer%20Program&FolderCTID=0x0120002BB19C5704F56044853DB6D4FA8730EF&View={52EE8E29-A356-46F9-A244-6BAB9090C59A}

3. Properly implemented, the Position Hazard Analysis (PHA) and the Activity Hazard Analysis (AHA) can be excellent management tools. Improved work methods can result in reduction of property damage costs, worker's compensation, tort claims, and absenteeism. Through familiarity with both the PHA and AHA for any particular task, the volunteer will:

    a. Realize the hazards involved

    b. Know how to protect him/her self from the hazards

    c. Understand the proper procedures necessary for safe completion of the task.

C. Personal Protective Equipment (PPE)

1. All personal protective equipment (PPE) that will be furnished to, or utilized by, volunteers shall be included in the Needs Assessment. These items should also be covered in the PHA or AHA for each task.   Remember, if an employee would or should be provided a safety item then a volunteer should also be provided the same items (e.g. - work gloves, eye protection, dust masks, safety toe boots, etc).

D. Certifications, Licensing, and Equipment/Vehicle Operation

1. The August 2016 Implementation Guidance for Section 1047(d) authorizes volunteers to operate government vehicles and equipment.   However, the AO will make the determination at each lake project.

2. Volunteers shall be properly trained for any specialized task they perform or if they will operate or use any specialized equipment. Equipment training must be documented on the OF 346 and DA 348 forms. The purpose of the OF 346 is to summarize the equipment certifications into categories allowing the DA 348 form to specify in detail each piece of equipment in which the volunteer was trained.

3. All Lake Project Offices shall have an Equipment Training Folder for both employees and volunteers. The Equipment Training Folder includes the full training standards for each piece of equipment listed below. A copy can be found on the District SharePoint Site. Remember, volunteers must receive the same training as an employee prior to the task being started. Equipment requiring training and their categories are listed below:

   a. Air Tools: Air Compressor, Portable Air Compressor, Air Chisel, Air Die Grinder, Air Impact Wrench, Air Jack, Air Nail Guns, Air Post Driver, Air Ratchet, and Air Sander

   b. Shop Tools: Band Saw, Bench Grinder, Chop Saw, Circular/Skill Saw, Concrete Saw, Drill Press, Electric Pressure Washer, Electric Pump Sprayer, Fuel Powered Pressure Washer, Generator, Hammer Drill, Jack Hammer, Lathe, Miter Saw, Pipe Threader, Radial Arm, Saw, and Table Saw

   c. Heavy Equipment: Backhoe, Backhoe with Forks, Backhoe with Road Broom, Bulldozer, Bulldozer with Fire Plow, Bulldozer with Root Rake, Motor Grader, Personnel Lift, Rubber Tire/ Track Loader, Skid Steer with Bucket, Skid Steer with Auger, Skid Steer with Backhoe, Skid Steer with Broom, Skid Steer with Dozer Blade, Skid Steer with Grapple, Skid Steer with Hydro Axe, Skid Steer with Pallet Fork, Skid Steer with Tree Shear, Skid Steer with Trencher, Track hoe, Tractor, Tractor with Auger, Tractor with Batwing Bush Hog, Tractor with Blade, Tractor with Box Blade, Tractor with Brush Hog, Tractor with Disc, Tractor with Drag, Tractor with End Loader, Tractor with Finish Mower, Tractor with Grapple, Tractor with Rake, Tractor with Spreader, Tractor with Tiller, and Trencher

   d. Landscape Equipment: Chainsaw, Pole Saw, Riding Lawn Mower, and Zero Turn Mower

   e. Trailers: Trailer, Dump Trailer, and Water Tank Trailer

   f. Trucks: Bucket Truck, Dump Truck, and Fire Truck

   g. Welding/Cutting Equipment: Cutting Torch, Plasma Cutter, and Welder

   h. Miscellaneous: Tamper/Vibratory Plate Compactor, and Fuel Tank

4. If volunteers will be using "Common Tools" such as hammers, hand drills, screwdrivers, hand saws, pruners, etc. then they must at a minimum attend a safety meeting which discusses the hazards of such common tools. Volunteers shall attend for all the monthly safety meetings. Be sure to document any training a volunteer receives and keep a copy in his/her personnel file.

5. Listed below are additional certifications currently offered to volunteers in SWF: (NOTE: These specialized trainings are NOT a part of the trainings listed in Section D-3. They have their own certificates or documentation once completed.)

   a. Defensive Driving Course - Must be completed by any volunteer who will drive a government vehicle. The course is offered on-line and can be accessed by contacting the District Safety Office. NOTE: If a volunteer will be operating a government vehicle, it MUST be stated on his/her Volunteer Agreement Form. Operators MUST also read and sign a copy of the SWF Driver Responsibilities Sheet (found in Appendix C) and follow any local SOP's in place.

   b. First Aid and CPR Certification -Volunteers who are in close contact with the visiting public are encouraged to take a First Aid and CPR Certification Course. Contact your local Red Cross Chapter for more information and course options.

   c. All Terrain Vehicle (ATV) Operators - Must be completed by any volunteer utilizing ATVs, Mules or other off road vehicles. Check with local trainers for next course offering.

   d. Motorboat Operator Licensing Course (MOLC) – MOLC is for any volunteer operating a vessel, however, not required to ride along in a vessel. (Space in this course is reserved for employees first.)

   e. Vaccinations - Any volunteer that performs sanitation duties such as the maintenance of restroom facilities, septic tanks, and lift stations shall have the Hepatitis B Vaccinations made available to them. A document should be kept on file recording that they accepted and received the vaccination or declined the offer.

E. Accident Reporting Requirements

1. Sometimes, despite the most intensive safety efforts, accidents happen and volunteers may be involved. In cases which result in personal injury or property damage, the same emergency actions and procedures applicable to Corps staff members will be undertaken regarding volunteers.

2. An Accident Reporting Flow Chart and other forms are located on the District Intranet site at https://intranet.usace.army.mil/swd/swf/Pages/SafetyForms.aspx

3. Reporting Injuries

a. File the proper accident and injury forms (DA Form 285 AB CA-1, CA-16, etc.) and keep a copy of all forms in the volunteer's personnel file.

b. Complete appropriate incident/accident reports involving volunteers immediately and through proper command channels. Retain a copy of all reports in the volunteer's personnel file in addition to files kept for the project.

c. For any injury requiring medical attention complete a CA-16 and send it with the injured volunteer when they seek medical attention. (This will allow the proper Workman's Compensation claim to be made). Submit CA-1 and CA-16 along with accident report to your supervisor. Volunteers receive the same benefits as federal employees and the same emergency procedures should be followed. On Eng. Form 3394 (US Army Corps of Engineers Accident Investigation Report) be sure to select "Volunteer" in box 2.h.

4. Incidents Caused by Volunteers

a. Volunteers working within the scope of their duties may injure someone else or cause damage to someone's property

b. Volunteers are covered for tort claims the same as paid employees.

c. Fill out Eng. Form 3394 US Army Corps of Engineers Accident Investigation Report (be sure to select "Volunteer" in box 2.h.) and submit through normal channels. Keep a copy in the volunteer's personnel file.

5. Supporting Documentation for Incidents and Claims

a. In the event of a claim it will be important to have accurate records of the following items:

(1) Volunteer's qualifications for the job as supported by Application OF 301, interview notes, background screening report, and Volunteer Agreement OF 301a. (See Section III – Screening and Selecting Volunteers and Appendix B for more details). All of these items must be in the volunteer's personnel file.

(2) Volunteers working hours/dates (use ENG Form 4882 – Volunteer Service Record found in Appendix G (or similar) and file each one in their personnel file.

(3) Volunteer's training should be documented on the OF 346 and DA 348 forms and kept in his/her personnel file.

(4) PHA and subsequent AHA's should have been filled out and signed by the volunteer before beginning each specific task. Those should also be filed in his/her personnel file.

V. MANAGING VOLUNTEERS

A. Orientation

1. If volunteers are viewed in the same capacity as staff members when they first report for duty, it will be easier to realize the need for orientation and training. When a new team member reports for duty, the order of the day becomes orientation.

2. Orientation must begin at the office or individual's worksite. Volunteers are at your worksite because of the quality experience they hope to have, and they will not last long if they feel lost or unappreciated.

3. Corps Employee Orientation to Volunteer Program (a powerpoint template for basic volunteer orientation can be found in Appendix D).

   a. Employee support and "buy-in" is critical for a successful volunteer program. If your team members do not understand the importance of the volunteer program to the project mission, then your program cannot be successful. By familiarizing your team members with the volunteer program policies, procedures, and benefits, team "buy-in" can be achieved.

4. Orientation for Group Volunteers or Volunteers working on an Episodic Project

   a. If you are assigned a volunteer group or project to oversee, be sure that before you get started that any equipment or supplies that the Corps is providing is on site and that work can begin quickly.

   b. Welcome the person and/or group and thank them for their time and contributions. Be sure to impart to them how important their work will be to our federal lands and natural resources.

   c. Ensure that Volunteer Agreements (OF 301a) have been completed and turned in. And, if applicable, parental consent forms have been completed for minors, and a full list of volunteers is on hand for group projects

   d. Cover basic information with the volunteers, such as where they can park their vehicle, hang up their coat, store or purchase a lunch, or get something to drink.

   e. Discuss the duties and specifications of the work to be done, along with the Activity Hazard Analysis (AHA) and safety concerns. (If a group is volunteering, only one AHA is needed for the entire group.)

   f. Get started! Volunteers don't want to waste their time any more than you want to waste yours.

   g. At the end of the day or project: Thank the volunteers for the important work they have done, allow for feedback or questions, invite them to participate on future projects, and offer recognition of a job well done though various available means.

5. Orientation for Long Term Volunteers

a. Orientation can be performed by any team member familiar with the program.

b. USACE Missions

   (1) Most people are unfamiliar with the various missions of the U.S. Army Corps of Engineers. Take the time to introduce your volunteers to these missions, and how the work they are doing will be aiding USACE in accomplishing these missions, be it Flood Risk Management, Natural Resource Management, Hydropower or Recreation. Make the volunteer feel like part of the team.

c. Project Overview

   (1) Lakes - Discuss the history of the lake where your volunteers will be working, when and why the lake was built, and other site specific details. To aid in their learning of this material, it is recommended that an information sheet be provided to each volunteer, outlining some pertinent historical facts. Give the volunteers lake maps and allow them to orient themselves. Provide assistance when requested. Give "Hot Topics" for your project and talking points on how to answer specific questions.

   (2) Parks Operated at the Project - It is important that the volunteers become familiar with the names, locations and policies of each park facility operated at their lake. Take the time to go over this information using lake maps, park maps, and other local project resources to aid in this process. Once again, it is recommended that an information sheet be provided to each volunteer for use as a quick reference tool.

   (3) The Project Team and How the Team Fits Together

       (a) Volunteer Coordinator - Explain the job of the Coordinator.
       (b) Other Staff - When at all possible, introduce the volunteers to the current team members including summer hires. Explain the programs for which each team member is responsible.
       (c) Volunteers - Introduce your new volunteers to any other volunteers that you may currently have working at your project. Encourage them to work together and learn from one another, and once again, discuss how the volunteers are valued members of the team at your project.
       (d) Management and CRC - When at all possible, introduce the volunteers to the current management at your project. They may have already spoken with the CRC by phone during the process of coming on board at your lake, but introduce them so they can each put a face to the name.

d. Why Volunteers are Important to the Success of the Corps

(1) Most people who decide to become volunteers do so because they want to give back to their community and country. Volunteering at federal lands gives them this opportunity. Make sure that you thank them for their time and effort. If necessary, explain how shrinking budgets and rising costs have made volunteers even more important today than ever before.

(2) After covering a national perspective on volunteering, begin focusing on your project and the volunteer program. Discuss how volunteers impact the local area with the work they accomplish, and what work remains to be done.

e. General Duties of the Volunteer Position

(1) Model Campers: Discuss the importance of being a model camper with your volunteers. Cover the concept of customer service, and how to properly represent the Corps to the public, as well as applicable sections of Title 36 and additional park-specific rules. Also discuss site cleanliness and if necessary, the importance of good personal hygiene.

(2) Safety: See Section IV

(3) Once again, cover how to contact the VC or other project staff, and when it is appropriate to contact them. If warranted, provide a copy of ranger schedule and phone numbers to the volunteers.

6. Orientation of Returning Volunteers

a. The Project Volunteer Coordinator should arrange to meet the volunteer(s) when they are scheduled to arrive at the park or office. If not available, then another staff member or volunteer familiar with the program can step in to assist. The Volunteer Coordinator should then follow up and welcome the volunteers as soon as possible. Thank them for coming and welcome them to the team

b. If offering a campsite for their services, be sure that their site has been selected, and is cleaned and ready prior to their arrival.

c. Let them know how to contact the Volunteer Coordinator if they need anything.

d. Let them know when you want to begin their orientation and training (develop an Individual Training Plan). Be sure they have at least one full day to get settled in before starting training.

e. Provide directions for local grocery stores, laundromat, hospitals, churches, post office and entertainment.

B. Identification of Volunteers

1. Fort Worth District volunteers shall be identified as outlined in the August 2016 Implementation Guidance for section 1047 (d). They shall be provided with shirts, outerwear, hats, and nametags as dictated by their job duties and as outlined in these guidelines. It may be necessary to designate a different means of identification for each work category of volunteer. Some project offices may elect to use a variety of uniform colors to designate different positions. For instance, park hosts and volunteer gate attendants may be afforded a complete volunteer uniform. Relatively long-term maintenance volunteers may be afforded a ball cap and name tag. Short-term volunteers who do not come into contact with visitors may not need to be identified.

2. Clothing items may be provided only if essential to a volunteer's specified duties, such as in cases where clothing items are needed for safety reasons or when volunteers must be easily identifiable to Corps employees or the public. Clothing items may not be provided if intended solely to increase morale or aid in volunteer recruitment and retention. Proper volunteer identification substantially contributes to the volunteer's ability to safely and effectively perform official duties in support of the Corps Civil Works program.

3. Official Corps volunteer clothing items must be purchased from the Corps' uniform contract provider. Items such as vests, polo shirts, sweatshirt jackets, ball caps, nameplates, and volunteer patches are available from the Corps' vendor, and may be changed periodically if beneficial for promoting a positive image for the Corps. These items are recommended for volunteers who provide an on-going service in public positions including, but not limited to, park hosts, visitor center staff, program presenters, and more. Local purchase of similar items to the contract, but in different colors, is not authorized.

4. Several different items and multiple quantities of the same item may be provided and worn by the same individual to allow for a variation of duties, weather, clear identification, and to allow the individual to maintain a neat and clean appearance each day.

5. For volunteers performing maintenance duties, volunteer t-shirts may be ordered from a local vendor with the Corps logo and the word "Volunteer". T-shirt colors must be similar to those offered under the uniform clothing contract, with the exception of safety colored shirts and reflective materials for visibility.

6. Volunteers are not authorized to wear the Corps Natural Resources Management (NRM) uniform patch or any other item of the official NRM Class A-B-C Park Manager/Ranger uniform

7. Nametag: A nametag is recommended for use with both the formal and work shirt anytime the volunteer may be interacting with the public. The volunteer's first name should be centered with the volunteer's title below. The nametag should be worn on the right breast of both shirts.

8. Vehicle Identification

   a. If a volunteer is driving his or her personal vehicle to conduct official business, it is required that the vehicle be marked with a magnetic door decal that identifies the vehicle as a volunteer vehicle.

   b. If a volunteer is driving a government vehicle, the government vehicle shall be marked with a magnetic door decal that identifies the vehicle as a volunteer vehicle.

9. Procurement:

   a. Nametags, patches, polo shirts, hats and some other items may be purchased from the uniform web site following the directions below. At this time, tan t-shirts are not offered by the uniform company and may be purchased by the project separately.

      In order to order Corps volunteer clothing items:

      (1) Go to the website:
          https://www.uniformsolutions.com/lma/pages_secure/default.asp?img=3
      (2) Account Number: Type in your project code (typically 5-6 letters total, with 3 letters for the district and 2-3 letters for the project in all caps, such as SWFLE.
      (3) Password: The project code in all caps again.
      (4) Click on "Login".
      (5) Select "Volunteer Program".
      (6) Use a government purchase card to make the purchase.
          NOTE: These instructions are accurate as of May 2007. Contact the Customer Service desk at Uniform Solution if you need assistance.

C. Incidental Expense Reimbursement

1. There may be occasions in which a volunteer incurs out-of-pocket expenses while performing their volunteer duties. The August 2016 Implementation Guidance for Section 1047(d) provides for reimbursement for reasonable transportation expenses, long distance travel expenses when the services of the volunteer will be of exceptional value to USACE, food and beverages when such subsistence is incidental to the actual rendering of volunteer services. Refer to the Implementation Guidance for more detailed information.

2. As stated in the August 2016 Implementation Guidance for Section 1047(d), "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 Volunteer Agreement. Reimbursement is not required. 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 uniforms, transportation, lodging costs, subsistence meals during duty hours, and personal safety equipment".

3. The determination of what is a reimbursable expense and what is not should be made at the project level by the AO, with input from the VC and other project staff involved in the management of the Volunteer Program. Once a decision has been made on what will be a reimbursable expense, an Incidental Expense Reimbursement Plan shall be developed.

4. Development of Incidental Expense Reimbursement Plan

   a. An Incidental Expense Reimbursement Plan shall address the following topics:

      (1) What expenses are reimbursable? - As previously stated, these expenses should be determined at the project level by the AO.

      (2) What are the minimum and maximum dollar values? - Determined at the project level, all reimbursable expenses should have a reasonable minimum and maximum dollar range. Remember that a successful volunteer program should show O&M savings and creating a price range for these expenses should help the program keep that focus.

      (3) What is the procedure a volunteer should follow to claim reimbursable expenses? - The first step in this process occurs prior to the volunteer incurring an expense for which they wish to be reimbursed. Again, the current guidance states "when approved in advance and identified on the individuals Volunteer Agreement form", so any potential expense should be discussed between the volunteer and volunteer coordinator prior to occurrence. If the expense has been approved and the volunteer incurs that expense, a receipt showing the expense will be provided in a timely manner to the volunteer coordinator. Only agreed-upon expenses on the receipt will be considered.

      (4) What are the procedures for receiving requests, payment and recordkeeping that the Volunteer Coordinator should follow? - When receiving the request for reimbursement, the Volunteer Coordinator should make sure that they have received the receipt for the expense, and that the request is only for expenses previously agreed-upon with the volunteer. After reviewing the expense, the Volunteer Coordinator will either accept or deny the request based on the requirements set at the project level. If accepted, local payment procedures should be followed. All records of reimbursement should be kept for at least 1 full fiscal year.

D. Volunteer Performance Evaluation

1. Experienced leaders and directors of volunteer programs have observed over and over again that lack of feedback and direction can drain the energy from a volunteer program. Directly stating goals and holding people to reasonable standards in achieving them is essential to the continuing success of volunteer projects.

2. Volunteers, just like employees, need to know how they're doing. They need to know that their work is appreciated and necessary, and therefore they must have frequent feedback from supervisors regarding their work. The way the evaluation process is conducted may well be different when the subject is volunteer performance, but the need for doing it is no less strong.

3. The evaluation process is the specific feedback of the volunteers' performance based on the expectations outlined in the job description. A leader knows that the volunteer isn't being evaluated – the volunteer's performance relative to goals is. The person is being given feedback on specific contributions or shortcomings, with information related to enhancing future contributions. The process should be constructive, friendly, and directly related to the tasks the volunteer has done or tried to do. Don't wait to evaluate until corrective action is required. Think of the evaluation process as a big dose of prevention and a way to give recognition and encouragement to individuals.

4. Remember, volunteers are there because they want to accomplish something and do it well. A good supervisor coaches volunteers to do their best, just as he/she does with team members. Keep volunteer coaching focused on the positive and word all constructive criticism carefully. Successes must be praised and failures must be tactfully corrected.

5. Conducting the Evaluation

   a. The evaluation session should be a two-way meeting. It is your chance to talk about the volunteer's performance, giving praise and possibly suggestions for improvement. It should also be the volunteer's opportunity to talk about how their participation can be enhanced, which might even include discussing their moving to a new volunteer position/location. Don't be insulted if a volunteer wants to see another area of the state/country. If you support them and encourage their volunteer participation elsewhere they may return to your program at a future time.

   b. There are two basic reasons for conducting a volunteer evaluation:

      (1)   To help the volunteer work towards their full potential
      (2)   To help the organization better involve volunteers

   c. The easiest method of conducting the evaluation session is to:

      (1)   Review the past

        (2)   Analyze the present

        (3)   Plan the future

6. Some suggestions:

   a. Don't get overwhelmed by forms. Forms are helpful, but they are not the major concern during the discussion.

   b. Start with the job description. Begin by finding out if it in fact describes what the volunteer has been doing. Take notes so that you can adjust it closer to reality.

   c. Stick with the basics: job proficiency, working relationships, comparison with the last review.

   d. Listen as least as much as you talk. When you schedule the session with the volunteer, tell them this is their opportunity to evaluate the volunteer program and you want their ideas on how to make things better both for them and for other volunteers.

   e. Remember that the evaluation may show as much what you need to do as it does what the volunteer needs to do.

   f. Sample Individual Volunteer Evaluation Forms and a timetable for their use is included in Appendix D.

E. Terminating a Volunteer

1. "…I also understand that either the government or I may cancel this agreement at any time by notifying the other party." (Eng 301a Volunteer Agreement)

2. Volunteer agreements remain in effect until terminated but should be reviewed periodically and amended or rewritten for accuracy as projects, requirements, reimbursements, and other elements of a volunteer's service may change. The agreement for volunteer services may be terminated at any time by the volunteer coordinator or the volunteer. (August 2016 Implementation Guidance for Section 1047 (d).

3. It is requested that volunteers who intend to resign provide advance notice of their departure and a reason for their decision. Exit interviews, when possible, should be conducted with volunteers who are leaving their positions. The interview should ascertain why the volunteer is leaving the position, suggestions the volunteer may have to improving the position, and the possibility of involving the volunteer in some other capacity or again in the future.

4. There are times when the dismissal of a volunteer is necessary to maintain the credibility, integrity, and/or safety of the volunteer program. While the volunteer

agreement allows for termination at any time without cause, it is important to counsel the individual to maintain the credibility of the program. No volunteer shall be terminated until the volunteer has had an opportunity to discuss the reasons for dismissal with the AO.

5. Local policy shall specify general reasons for possible or immediate termination. Reasons could include:

   a. Reasons to counsel a volunteer and give them specific guidelines for improvement may include:

      (1) insubordination
      (2) failure to follow agency policies and procedures
      (3) failure to satisfactorily perform assignments.

6. Volunteers should understand from their introduction to the program that the following are grounds for immediate dismissal:

   a. infractions of regulations

   b. violations of the law

   c. other unsafe or inappropriate conduct

   d. being under the influence of alcohol or drugs while working

   e. theft of property or misuse of agency equipment or materials

   f. abuse or mistreatment of another individual

7. If the volunteer arrangement is clearly not working to the benefit of the project and no other appropriate role is acceptable to both parties, then it is time to terminate the agreement. A letter should be presented to the volunteer that formally cancels the volunteer agreement and thanks the volunteer for positive contributions to the program. Volunteers receiving campsites must clean, restore, and vacate their site in a specified amount of time.

F. Volunteer Recognition

1. Awards and other forms of recognition take on additional importance in a program where participants are not compensated monetarily. Good records will indicate when volunteers have surpassed milestones set up for various volunteer awards.

2. Allowable forms of awards and recognition of volunteer services are defined in the August 2016 Implementation Guidance for Section 104(d).

3. "Projects are encouraged to show appreciation for volunteer services received. Volunteers may be issued a certificate of appreciation to acknowledge their service.. Volunteers may be eligible for Department of Defense Public Service Awards. Volunteer coordinators/ supervisors may also nominate their volunteers for special awards of appreciation by sources outside the Corps. Special Act Awards are not authorized for volunteers."

4. There are also additional volunteer recognition programs available. These include the following:

   a. The Volunteer Pass Program: The Volunteer pass program provides individuals who have volunteered more than 100 hours with a free USACE annual day use pass. More information on the volunteer pass program can be found on the NRM Gateway at http://corpslakes.usace.army.mil/employees/volunteer/pass.cfm

   b. The Corps' Foundation Volunteer Recognition Coin. These coins will be available to our most outstanding volunteers through two avenues:

      (1) National volunteer award program: Each year in the fall, we will send out a request for nominations allowing each Division to submit up to 2 nominations for the national volunteer award, and an additional 3 nominations for regional recognition. The overall national winner of the award will receive a plaque (also provided by the Corps Foundation), coin, and certificate. The remainder of the regional nominees will receive a coin and certificate.

      (2) Special extraordinary accomplishments by a volunteer: Each PAC team member will be given 10 coins to give out within their MSC at their discretion for outstanding volunteer actions. An example might be if a volunteer plays a role in saving someone's life in a park, or something else out of the ordinary day to day operations. We did not develop specific guidelines or criteria for this first year, as this is a pilot program. Contact your PAC team representative if you have a volunteer that might be a good candidate for this recognition. http://corpslakes.usace.army.mil/partners/pdt-members.cfm (Contact me if you are within Pacific Ocean Division)

   c. The President's Volunteer Service Award: The President's Volunteer Service Award recognizes United States citizens and lawfully admitted, permanent residents of the United States who have achieved the required number of hours of service over a 12-month time period or cumulative hours over the course of a lifetime.   For   more   information.   Please   visit   the   website   at http://www.presidentialserviceawards.gov/

5. The importance of properly recognizing the work and efforts that your volunteers have put into your project also extends beyond their own personal gain. Happy volunteers can be the best recruiting source for your program. Word of mouth can spread

quickly, and if a volunteer feels they are appreciated, that volunteer will more than likely recruit other volunteers.

VI. RECORDKEEPING

Recordkeeping is of the utmost importance to the management of a successful volunteer program. Developing a recordkeeping policy is a key way to manage a volunteer program with consistent, accurate, and updated records, as well as protect you and the Corps of Engineers from potential legal issues and liability. In order to measure the success of any program, accurate records must be available for review. The forms specified in the August 2016 Implementation Guidance for Section 1047(d), as well as the reporting requirements stated in this handbook, provide the tools required to manage a successful volunteer program.

A. Personnel File

1. The more accurate and complete the personnel files, the better covered the U.S. Army Corps of Engineers and the responsible staff members will be from liability for the negative actions of volunteers in the program. It is our duty to safeguard all project resources and the public, and a fundamental way to accomplish this goal is with records that are up to date and as accurate as possible.

2. Each volunteer shall have a personnel file kept by the VC in a locked file drawer or cabinet. The file should be created for a volunteer that moment it is decided that a position is available for that volunteer. This is the best place to keep accurate organized records of individual volunteers, from initial interview notes and applications to awards recognition records and end of agreement evaluations.

3. The following are items that shall be in the volunteer's personnel record:

    a. OF 301 Volunteer Application (including any notes from the interview)

    b. Consent to perform background check

    c. OF 301a Volunteer Agreement

    d. PHA

    e. Training and safety certificates/documents that are accurate and up to date

    f. Accurate records of each volunteer's time

    g. Award documentation

    h. Volunteer evaluations of the program and your evaluations of their performance

    i. All personnel actions or memorandums

j. Any items that you are directed by your CRC or Project Manager to keep on volunteers

4. The August 2016 Implementation Guidance for Section 1047(d) states that "A copy of the agreement along with any revisions or amendments should be given to the volunteer for his/her records. The original should be retained by the accepting official for a three-year period." It is recommended that the all documents within the volunteers' personnel file also be kept for a period of three years.

B. Confidentiality

1. All volunteer personnel records are confidential and must be kept in a locked cabinet or safe with restricted access. Any paperwork that includes sensitive information (Social Security numbers, Driver License number, etc.) shall be kept under lock and key at all times. Only the AO, the VC and the Volunteer to whom the file pertains should have access. See Office of Counsel memo and Privacy Act summary in Appendix B for further clarification.

C. Volunteer Hours

1. One of the main components to a successful volunteer program is recording of monthly volunteer hours. You are required to collect all volunteer service hours and record them, for record keeping and evaluation purposes. ENG 4882r-Volunteer Service Record sheet (included in Appendix D), is a Corps-wide form for monthly volunteer service hour record keeping. Other ways to accurately record the number of hours a volunteer does monthly is by way of online database systems.
One such system is Volgistics tm volunteer logistics
(www.volgistics.com/ex/core.dll/?NavTo=Start), this system is setup so that volunteers can enter their own hours and a coordinator can monitor the system.
You can also run annual total reports off the system that help with OMBIL data entry, referred to in part D of this section. (Note: systems like Volgistics may cost project funds and need management approval to pursue.)

D. OMBIL Reporting

1. OMBIL end of year data (total number of volunteers and total combined number of hours) is required to be entered into OMBIL during the annual October update.

   a. In the annual recreation update for the OMBIL data entry program, you will be required to input the total annual volunteer hours that have been worked at your project.

   b. Annual volunteer hours inputted into OMBIL are entered into two different categories in the project's annual update. They are: Annual Project Data Update under the Volunteer Summary section, and the Partnerships Update. Under the

Annual Project Data Update, Volunteer Summary section, the categories to be entered are: number of volunteers, volunteer hour's service, and incidental expenses.

2. The number of volunteers entered in the Annual Project Data Update equals the total number of volunteers that you had working on the project in the reporting year's time. This includes regular volunteer agreement volunteers, scout/church/school/youth/etc. group volunteers, and volunteers working under an MOA/MOU or other form of partnership with the project. This field records the total number of managed volunteers at the project during the previous FY, regardless of whether the volunteer was volunteering as part of a formal partnership or worked under a volunteer agreement.

3. The volunteer hours entered in this section equals the total number of service hours spent by any of the previously mentioned volunteer groups on the project.

4. Incidental Expenses, according to the OMBIL definition, includes expenses reimbursed by the Government to volunteers. Incidental expenses are those out-of-pocket expenses that a volunteer incurs in performing a service to the Corps.

5. In the Partnerships Update module, information regarding partnerships in place at the project for the previous FY will be entered in the appropriate fields. This information includes volunteer hours and numbers of volunteers who worked on the project as part of a formal partnership agreement with USACE. Individuals responsible for OMBIL data entry should coordinate data entry for this field with the lake's volunteer coordinator, partnership coordinator, and the region's CRC.

VII. PROGRAM EVALUATION

The evaluation process is an important tool for the volunteer program. This process will provide vital information that will be used to measure positive and negative outcomes. There are several ways to evaluate the volunteer program; items in this section should be utilized as a tool for a continual improvement process for meeting the established goals. Choose the tools that work best for your specific needs.

A. Staff Responsibilities when Conducting an Evaluation

1. Community Resource Coordinator (CRC) – The CRC is responsible for conducting the overall program review (audits) for the lakes within his/her region in order to ensure the program is in compliance with all policies and regulations.

2. Accepting Official (AO) – The AO ensures that the volunteer program is run in accordance with all regulations and policy.

3. Volunteer Coordinator – The VC should have the best knowledge of the program at the local level and should regularly check the "pulse" of the program and adjust it

accordingly. The VC is responsible for reviewing the tasks associated with the Needs Assessment at the end of the year. The VC is also responsible for determining the cost savings benefits of the program. It is highly recommended that the VC discuss the programs successes and failures on a quarterly basis with the AO.

4. Volunteer Supervisors – Some lake projects use staff members to oversee certain volunteers. These staff members serve as "Volunteer Supervisors" since they supervise the day to day activities of the volunteer or volunteers assigned to them. For example, the office administrative assistant may oversee the daily activities of volunteers who work in the office, or the Civil Engineer Tech (CET) may supervise the volunteers who perform campground maintenance. Volunteer Supervisors play a very important role in reviewing the program. They should provide feedback to the Volunteer Coordinator on the volunteer in which they work with.

5. Volunteer – Don't forget the volunteer! They play a big part in evaluating the overall effectiveness of your program. Don't confuse evaluating the program with evaluating the performance of an individual volunteer. Refer back to Section IV for more information on evaluating an individual volunteer's performance or conduct. For evaluating the program, volunteers should be asked to provide feedback to their supervisor or to the volunteer coordinator (depending on your unique situation). Several program evaluation examples can be found in Appendix D.

B. Types of Evaluations

1. Complete Program Review (Audit) - A Complete Program Review (audit) will more than likely be performed by the CRC. This can be done at any time; however it is recommended that an audit be done at least once every year. An audit usually consists of the CRC visiting each individual Volunteer Coordinator to review the overall program. The CRC will check to make sure that all required forms have been signed and that the Volunteer Coordinator's files are in order. The information gathered from the audit is shared with the VC, AO, Lake Manager and the OPM/DOPM.

2. Needs Assessment Task Completion - The Needs Assessment document is created annually to list out your lake's "needs" and how they can be accomplished through the volunteer program. This document is similar to the OMP Task Sheets used to determine all the needs of the project. At the end of the Fiscal Year (FY), the VC should sit down and go back over the tasks outlined in the Needs Assessment. If items were completed, they should be checked off. If they were not completed, it should be noted why not (funding, time, etc). Tasks not completed can then be added to the Needs Assessment for the upcoming FY.

3. Cost Saving Benefits - Determining the financial benefits of the service performed by the volunteers at the project can be a great way to evaluate the program. It's very important for you to keep track of volunteer hours worked and the overall cost of doing business with volunteers. It is critical to be able to show the cost savings to the government by utilizing a volunteer program. As stated in Section VI

(Recordkeeping), the total number of volunteers, the total number of volunteer hours, and the reimbursable expenses must be input into OMBIL annually. However, it is a good idea to keep a spreadsheet and track the number of volunteers, number of hours, and the value (cost savings) for the work performed, on a monthly basis.

4. To calculate the value of service performed by a volunteer, you simply multiply the number of hours the volunteer worked by the volunteer service hourly rate. NOTE: The Volunteer Value of Service Hourly Rate changes annually. Check the NRM Gateway for the most recent value.

5. You can also track the value of each project, especially those tasks defined in your Needs Assessment. To calculate the value of a project, multiply the number of volunteers by the number of hours worked by the hourly rate. This will give you the subtotal for the project. Then, simply subtract any cost associated with supplies and materials from the subtotal and this will give you the value of the project.

   a. Remember, this is based on the pre-determined rate for volunteer service. To get a better idea of the cost savings of a particular project (for example, constructing a group shelter), compare the cost of the project to what it would take for a contractor to provide the same service. Often, this is a great way to show the Lake Manager, Accepting Official, CRC, OMP, and others the real value of your program.

6. Personal Feedback - Gathering personal feedback from the volunteer is just as important to evaluating your program as the monetary and net benefits. Everyday stories (good reports from the public about a park host, a long-term project completed, a successful relationship with a staff member or other positive examples of volunteers as team members) can go a long way toward building future successes. Negative events and stories can also serve as a lesson learned or proof that your program has improved since those events. Use the techniques below to round-out your program evaluation in a personal way.

7. Take the time during ranger meetings, volunteer meetings, safety meetings and day-to-day activities to get feedback from all team members and make sure staff and volunteers hear about how the team is becoming stronger. Keep a log or a journal. It's important to write things down!

8. Keep copies of customer comment cards that mention volunteers as well as newspaper articles, letters to the project office and other personal testimonies of the good – and bad - points of your volunteer program.

9. Note trends in the feedback from volunteer exit interviews and how they do or do not change in response to changes in the volunteer program.

C. Summary

1. There are always ways to improve the volunteer program. Be sure to take the time to evaluate your program using multiple methods. Keep track of the work being performed and don't forget that volunteers are just people! Talk to them and get to know them. They are a valued part of our team!