



City of Phoenix

Presents

**GETTING A CITY VOLUNTEER
PROGRAM STARTED**

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EXECUTIVE SUMMARY

"GETTING A VOLUNTEER PROGRAM STARTED"

Volunteers in government service is one of the fastest growing segments in the volunteer management field today. Within that segment, law enforcement is the major contributor to that growth, particularly with the renewed emphasis on community based policing and community action projects. The most common failure of volunteer programs is the lack of adequate planning of programs/assignments and preparing for civilian volunteer use and their integration into police/city programs. Using the City of Phoenix as a model, this workshop presents the key issues which must be addressed in establishing policies and procedures for the development and implementation of volunteer programs and the use of volunteers within the structure of city programs, projects, functions and/or events. Issues, while framed in the Phoenix experience, may be easily replicated or adapted in any size or type of jurisdiction with appropriate adjustments for the particular community or circumstances.

To place the program in its proper perspective, a brief summary of the framework in which Phoenix operates is in order. Phoenix is the 7th largest city in the USA with a geographic base of 469,238 square miles and an estimated population of 1,174,168 people; nearly double that of 1970. Phoenix resides in the center of a metropolitan area containing an additional 1.5 million people; represents 46% of the Maricopa County population and 25% of the State of Arizona population. The City of Phoenix government operates under the council-manager form of government and employs over 12,100 full and part-time people with an annual operating budget of \$1.208 Billion.

The City of Phoenix has a two level volunteer management program; a citywide overall program director residing in the City Manager's Office, The Municipal Volunteer Program (MVP), and individual department operating programs, some of which have their own full-time volunteer coordinators, including the Police Department, Human Services Department, Prosecutor's Office of the Law Department and Parks, Recreation and Library Department. The volunteer coordinators are linked by a citywide Volunteer Coordinating Committee which meets monthly or bi-monthly, depending upon need, and shared policies and procedures. This dual level system has elevated the department coordinators to more visibility within their own departments and within the community. The citywide program serves as a resource to all departments, provides guidance and direction and promotes the programs within the community and the business sector. As a result, Phoenix enjoys many vital partnerships with the public and private profit and non-profit communities.

An important first step to integrating volunteers into the governmental infrastructure is recognizing the vital role that volunteers play in the maintenance and operation of city/police programs and the delivery of quality services to the public. Along with this recognition comes the responsibility to administer volunteer efforts with the same attention to accountability, effectiveness, and efficiency with which other city/police services and programs are operated. While volunteers are not employees, their treatment as "unpaid staff" helps to integrate volunteers into the work environment. Volunteers present a significant exposure to risk for the city's liability program which must be addressed with the same care as are employee or citizen liability issues. Safety and related training are highly effective in minimizing the risk of accident or injury as are clear policies and procedures for high risk/exposure areas such as, driving city/police or private vehicles while performing volunteer duties.

The City of Phoenix is committed to the use of volunteers to enhance the services delivered to the citizens of Phoenix. Volunteers help to improve the quality of life in the city by their involvement throughout city government in developing and implementing solutions to critical social and environmental issues facing our community. To this end, it is our intent to make volunteer opportunities available

throughout city government wherever possible. The city is committed to operating volunteer programs in a professional and ethical manner in keeping with the principles of Volunteer Management endorsed by the Association for Volunteer Administration (AVA). Included in these principles is a commitment to not directly replace employees or paid positions with volunteers. Second, it is important that in administering volunteer programs that volunteers are not held to higher standards than are paid staff.

The successful implementation of a volunteer program depends upon the planning and preparation that goes into the program design and operational policies and procedures before a volunteer is ever recruited. The first phase of planning is the assessment. Knowing why you want a volunteer program often determines how and where it will operate. Is there a community, elected official, management or other mandate, are you recovering from current or planned budget cuts, or are you looking for acceptable alternatives for service delivery or expansion of services? Are you organizing employees to go out into the community to work on community/non-profit organization projects or are you recruiting citizen or corporate volunteers to work on city/police projects? *Be clear about the motivation and whose motivation--this may impact the acceptance or ability to get "buy-in" on the program.*

A feasibility study including an inventory of current volunteer efforts and resources, identification of potential uses of volunteers, and costs of the program is helpful in honestly determining the answers to key decision-making questions. An unbiased look at the advantages and the opposition to using volunteers needs to be conducted before designing the volunteer program.

In addition, an assessment of the working environment must be done which includes an inventory of existing federal/state laws, county/city/town laws/ordinances which impact volunteers such as state workers' compensation laws, state or local "Good Samaritan" laws, Americans with Disabilities Act, federal and state Child Labor Laws and national/state child neglect and abuse laws, Fair Labor Standards Act (FLSA) or similar state/local legislation, unions or bargaining agreements, and other rules, procedures, licensing requirements, administrative or operating procedures which would limit the type of volunteer used, the types of services performed, and the customers served. What is the "political" environment; who needs to be a major player to make your program successful; who needs to be a partner?

Program design is an integral part of the feasibility study. Variables that need to be considered are: centralization versus decentralized operations or a mixture; status of insurance and laws (self-insured or a policy); staffing; computerization or manual record-keeping; funding; goals/objectives of overall program; geographic location; office space; supplies and support. Also, a determination should be made as to whether police/public safety volunteers are separate from other city volunteer efforts or a part of the overall program. Further, the client/customer population (youth, adult, elderly, all, families, etc.) has to be known, as well as the programs/services appropriate for these populations. Other issues to consider are: can/should services be delegated to an auxiliary or board or an outside agency rather directly supervised by city/police staff; will partnerships reduce your liability; will you accept court-ordered community service placements or make referrals elsewhere?

To be successful, a volunteer program needs clear support from the top, all the way down to the lowest level of supervision, and including frontline staff. Staff need to be empowered and encouraged to be creative with volunteers and on how and when to use them. Some work activities may need to be redesigned to better meet client/customer expectations and needs such as hours and locations of service. Clear rules, regulations and limitations need to be enumerated from the beginning; many of which can be adapted and modified directly from existing personnel, operating and other city/police policies and procedures.

Employee/volunteer relationships also are critical to program success. Staff must be prepared to take on the responsibility of volunteer management, the same as they do management of paid staff. Training should be provided to staff and expectations made clear. Volunteer management is as important as the management of other city resources and requires the same level of professionalism and continued learning as other positions. Supervisors must learn to motivate and retain volunteers, provide the support needed by volunteers and respect their work and ideas as they do those of paid staff. Volunteer and other supervisory staff should be encouraged to network and resources should be provided for professional associations and training/continuing education, the same as for other program managers. Retention of volunteers long-term often depends upon on the skills and knowledge of both supervisory and volunteer management staff.

Volunteer position/job descriptions are important for many operating and administrative routines. You must define the work before recruiting for volunteers; know how much time and how often volunteers are needed; know what skills are needed for each position and whether training and supervision can be used to make up for lack of beginning skills. Volunteer position descriptions can be used for recruitment, matching volunteers with assignments, determining the number of volunteers to do a job, volunteer evaluation, and to help determine savings and contributions to the city/police program.

Orientation and training are important to a smooth running operation. A training plan for volunteers is required and should include: safety and similar training, policies and procedures such as discrimination, sexual harassment, and the issue of confidentiality in sensitive documents and information versus confidential documents and information. Likewise, recruitment procedures should be reduced to writing and include application processes, interviewing and selection processes, eligibility and "hiring" criteria, and evaluation and termination processes. *Whatever the procedure and the decision, make sure that volunteers are not held to a higher standard than employees.* Doing otherwise will leave you susceptible to law suits. A Volunteer Handbook and Staff/Supervisor Handbook would be useful that, at a minimum, sets a basic uniform level for policies and administrative guidelines throughout the entire organization.

Record keeping and reporting can be, but do not have to be, two of the most difficult and time consuming aspects of volunteer management. A minimum level of information should be set city-wide for all departments and programs. Specialty areas or computerized operations can maintain any additional information that they need. Three major elements of record keeping and reporting are: a determination of "what is or is not a volunteer" in your organization, how volunteers are counted (duplicated, unduplicated, how are groups counted, etc.), and third, how contributions of volunteers are costed out (minimum wage, comparable city/police positions, national average for non-agricultural volunteer positions). Because of the liability implications, the definition of what is a volunteer may be one of the most difficult decisions for the organization to make. Decisions must be made on who is covered by workers' compensation or other liability and who is not and whether or not non-covered volunteers are recorded in the reporting system. Other decisions surround types of volunteers such as court-ordered community service, internships from local colleges or universities (whether or not paid), loaned staff and executives, etc. and whether these are volunteers or some other kind contribution to the organization.

Volunteer evaluation is another critical element of a successful program, the same as it is with paid employees. Procedures need to be in place prior to program implementation which set forth such issues as: who does the evaluation; when; how often; whether or not a uniform format or form is used citywide or by program/department; and other related issues found in your employee personnel system of evaluation. Procedures are also needed for alternatives for volunteers who do not work out in their current assignment; can volunteers be rotated to another department or program, for instance. Can volunteers be shared? If so, who and how is evaluation done?

The final critical issue is volunteer recognition. Volunteers need some form of recognition in their routine position. (This can be formal and/or informal.) Recognition should be built into the management system, the same as it is in employee management. Beyond that, decisions must be made on whether recognition is centralized in a single citywide event/function or whether departments/functions do their own; or some combination. Is there a uniform method of recognition such as service pins? How are these awarded--based on time served or hours contributed or both? Should departments also do internal recognition even if there is a citywide event? How is this funded?

Two other key issues to be addressed in planning are evaluation of the overall volunteer program and revitalization of a failing or ineffective volunteer program. Like all successful programs, volunteer programs must constantly strive for and achieve improvement. Whether a total quality management program or other technique is used, program evaluation should be periodically conducted by staff, volunteers, users, and the public to ensure that programs continue to meet the needs they were designed for or have been re-engineered to meet new or emerging needs. Failure to maintain high standards and quality service is one contributing factor to the decline of volunteer programs and thus the need to revitalize programs. Staff need to be aware that volunteers change, service needs change, and client/customer populations change. When they do, the volunteer program must keep up with the times in order to survive. Hence, volunteer program goals should be a part of any corporate, strategic or other long range plan for the organization.

In conclusion, volunteers and volunteer programs can be a tremendous asset to any city or city/police function, especially if they are planned and implemented with the same care and efficiency of all other city/police operations. A work environment which values the volunteers and their contributions along with those of employees is more likely to guarantee continued growth and success. While there is some risk and cost inherent in using volunteers, as there is in having employees, the contributions and expansion or continuation of services to the public generally outweighs potential problems, especially when training and orientation programs are employed to reduce the risk.

"GETTING A CITY VOLUNTEER PROGRAM STARTED"

PURPOSE AND GOALS OF WORKSHOP

- o To share a successful model of a city volunteer program
- o To provide examples of approaches to starting a city volunteer program
- o To identify issues to be considered before starting a city volunteer program.

BACKGROUND: BRIEF DISCUSSION OF CITY STRUCTURE AND HOW WE GOT HERE

- o City Organization Chart
- o Video Presentation (7 min)
- o Discussion of City of Phoenix programs now compared to start of MVP.

BEFORE YOU GET STARTED-ASSESSMENTS

- o Why do you want to start a volunteer program?
 - o Is there a community, elected official, Department Head, or other mandate?
 - o Are you looking for acceptable alternatives for service delivery or expansion of services?
 - o Are you trying to keep up with current trends in local government administration?
 - o Are you just doing a feasibility study?
 - o Are you trying to recover from current or planned budget cuts--trying to do more with less?

Be clear about the motivation and whose motivation--this may impact the acceptance or ability to get "buy-in" on the program.

- o Community Involvement Relationship
 - o Are you organizing employees to go out into the community and do good things on other organization's projects?
 - o Are you soliciting corporations with employee volunteer programs to work on government projects?
 - o Are you soliciting the general community/public to work on governmental projects?

- o Other?
- o Understanding the Costs of a Volunteer Program
 - o Volunteer programs cost some money and time. They are not free.
 - o You must invest in this resource the same as you do other programs and departments of government.
 - o Visibility and access to the highest levels of management and elected officials are important to the success and management of the program.
 - o After determining what the program is to do, prepare a budget and/or financing plan. Determine staffing and costs.
 - o Determine how you will assign a value to the volunteers and their contributions to the organization. Will you use cost avoidance, contribution to the organization, or cost savings as the measure of success and how will you determine the monetary value of that measurement? Will you use comparable position salary, a minimum or average wage, or some other fixed value?
- o Doing an assessment or feasibility study
 - o How are decisions made in your jurisdiction?
 - o Who should conduct the study to get an honest, unbiased response?
 - o Should one person or a department/function conduct the study or would a task force or committee appointed by Chief Administrative Officer or Chief Executive Officer get more attention? Would a third-party assessment be more beneficial?
 - o If it is a task force, who should be on it? Should it be limited to internal personnel or include outside entities such as business and community leaders?
 - o To whom does the committee/consultant report; how often? What are your timelines?
- o Inventory of Current Efforts and Resources
 - o What volunteers do you have now; in what departments/functions?
 - o Do you have volunteers and not know it?
 - o Where do volunteers now report? What is the current structure of your organization and of any volunteer programs you already have? Are there paid staff solely doing volunteer coordination or as a part of regular duties or some of both? How do these volunteer supervisors coordinate? Do they work overtime, nights, weekends, or make schedule adjustments to work with the volunteers or the clients/citizens?
 - o What services, tasks, and activities do volunteers perform? When are they performed-days only, nights, weekends, all of these?

- o Do you track and/or report number of volunteers and hours? To whom? Why? For what purpose?
- o Has an inventory of potential uses of volunteers been done? Can you do this survey of departments as a part of the feasibility study?
- o Is there a strategic or other plan which gives some ideas or directions for use of volunteers or identifies projects which volunteers could conduct or assist? Have you recently suffered cutbacks on services or products or are there new services or activities you need or would like to do, but perhaps cannot fund?
- o Do you have existing administrative structure, procedures or definitions of volunteers which set limitations on volunteer uses or on what is or is not a volunteer? Are there traditions in your organization or community which create obstacles to using volunteers at all or to using them for certain functions or for certain citizens/clients?
- o What resources do you already have in government and/or the community which can be tied to the volunteer program? Can you form partnerships, if none already exist? Does your business community have its own volunteer programs and projects; can your government projects use their employee volunteers? What obstacles do you need to overcome to form partnerships or invite corporations or citizens into government volunteer service?
- o Inventory of existing Federal/state laws, county/city/town laws/ordinances which impact volunteers.
 - o What existing or proposed laws or ordinances may effect the volunteer program (City/town, state, federal) ?
 - o What is your state workers' compensation law; does it cover volunteers?
 - o Do you have state or local "Good Samaritan" laws? Do they cover government volunteers?
 - o Can you comply with the Americans with Disabilities Act in the volunteer Programs? Do you have the resources?
 - o Can you comply with federal and state Child Labor Laws?
 - o Can you comply with federal/state Child Abuse and Neglect Act for fingerprinting?
 - o How does the Fair labor Standards Act (FLSA) or similar state/local legislation impact the use of volunteers?
 - o Do you have unions or bargaining agreements which may impact on the use of volunteers or on the jobs or tasks volunteers can perform?
 - o Are there other rules, procedures, licensing requirements, administrative or operating procedures which would limit the type of volunteer used, types of services performed, or the clients/customers served, etc.?
 - o Do you have administrative or operating procedures or laws which permit or prohibit the payment of mileage or car insurance for volunteers-either using their own or agency vehicles?

Can you afford to pay, or if not, do you have liability insurance to cover any accidents?

o Are you self-insured or have an insurance policy? What are state/local liability issues, coverage, or limitations?

o What other benefits do current volunteers get such as free parking, free or donated meals, recognition awards, t-shirts or uniforms, etc.? Can you afford to do this for a new program? Can you form a partnership with a business or corporation or get private donations to pay for some of these items?

o Assessment of working environment.

o What is your governmental structure? Council-Manager, Mayor/Council-Administrator, etc.

o What is the political or working relationship in your organization?

o Who are the major players in your community? Do you need Chamber of Commerce or neighborhood support to start a volunteer program?

o Who are the decision-makers? What is the process for making decisions? How do you get to the decision makers?

o Who or what are the obstacles?

o What can be done with just Administrator/Manager's approval, what needs to go to Elected Officials for approval?

o What "buy-in" procedures do you currently use for other citywide internal programs? Do you get key department head approvals first or is it a top down initiative?

o Do you need a task force to perform the feasibility study to guarantee future cooperation from all departments/functions? Does a Manager mandate or edict work better?

o Program Design

o Should this be an internal program or should it work with the community/neighborhoods or local businesses?

o Should this be a centralized or decentralized program or some combination within your organization?

o Can you fund one or more positions to operate the program?

o To whom will the program and/or centralized coordinator report?

o Should this be a joint elected official/management program? What are pros and cons of either approach?

o Do you have support systems in place to handle volunteers such as computerized tracking, time sheets, reporting to worker's compensation fund administrator, parking administration etc.?

- o Do departments/functions have budgets that can support volunteer recognition or tools and equipment for performing designated tasks?
- o Do you need a phased in plan or do departments start their components when ready? What if they are never ready?
- o Is there a centralized budget that is pooled for certain activities such as recognition, travel etc.? Or does each department/function have to find its own funds?
- o Determine goals/objectives of overall program; define purpose of overall program. Do the same for individual programs.
- o Do you need volunteer programs for both adults and youth? Are these separate or can they work together in the same programs? Can you take youth volunteers under 18? Under 14? Do you have programs for families, groups, organizations, and corporate volunteers? Can you redesign what or how you operate to accommodate these different needs?
- o Are you able to adjust times and locations for one-time, short-term and special event volunteers?
- o Will you accept court-ordered community service placements?
- o Will you operate grant-funded volunteer programs which have stipends? Can stipended and non-stipended programs run side by side in your system?
- o How do you handle political or other pressure to "use" a volunteer who wants to do something you don't need doing or creating a make-work or other placement to keep the peace?
- o Do you have a plan for follow-up and contact with volunteers when time goes by between assignments.
- o Do you have a plan for pooling volunteers, especially volunteers with specialized skills such as computer programming, graphics, PR, etc.
- o How do you treat volunteers who work out of their homes? What are your liability issues?
- o How are Police, Public Safety and other Sensitive Programs treated?
- o How are schools, hospitals, medical centers, welfare, social services, animal control, and other highly specialized government agencies treated, if they are a part of your organization?

GETTING READY TO GET STARTED

- o Support from the top.
 - o To be successful, a volunteer program needs clear support from the top, all the way down to the lowest level of supervision, and including all staff.
 - o Staff need to be empowered and encouraged to be creative with volunteers and how and when to use them.

- o Some work activities may need to be redesigned to better meet customer expectations and needs, such as different work hours or work locations.

- o Employee work hours may need to be flexible to perform activities and to provide supervision of volunteers and their activities.

- o Some citywide, clear rules, regulations and limitations need to be spelled out from the beginning such as benefits, legal implications and limits, reporting numbers and hours, etc. as determined in the feasibility study/assessment report. Other operating procedures and policies should be left up to the departments and programs.

- o What are the internal politics? What is the chain of command? Can the Volunteer program by-pass the usual chain of command to get things done? Does this mean coordination must come from the Mayor's Office or City Manager's Office to avoid stepping on toes or to guarantee cooperation? How do elected officials relate to staff? Do they go around Department Heads to staff; are staff put in the untenable position of trying to work with Council members, yet are held accountable through a chain of command that isn't included in discussion/project with council members?

- o Can your structure accommodate a "rebel" or "oddball" organization within the organization? Can you phase-in or gradually move from a decentralized system to centralized coordination? Can you combine programs from departments into a single centralized department/function?

- o Should there be a centralized Volunteer Coordinating Committee to work with the central coordinator or to help department coordinators? Does this committee make the decisions about volunteer programs or just help each other and plan and implement citywide events and functions?

- o Staff Relationships with Volunteers

- o Training and expectations

- o Getting volunteers accepted by staff; understanding their value.

- o Getting over fear and feelings of turf protection, job protection, preventing staff sabotage, etc.

- o Do staff have necessary management skills to do the job?

- o Do you have the training resources available in-house for both staff and volunteers?

- o Are there professional organizations locally that can assist you and supplement staff training?

- o Is there a local Volunteer Center or Corporate Volunteer Council or other large volunteer organization such as DOVIA (Directors of Volunteers in Agencies) with experience and skills to supplement your resources?

- o Do you expect volunteers to have special certifications (i.e., CPR, First Aid, computer terminal, etc.) Before they are on board or will you provide or pay for the training after they are on board? Is this the same standard as for employees?

o Supervision

- o Understanding that volunteers are not staff, but that supervision, direction, clear assignments, standards, evaluation and feedback, etc. are needed and expected, just the same as staff.

- o What motivates volunteers? Why do they volunteer-what do they want to get out of the volunteer experience? How do you retain volunteers?

- o Avoid volunteer burn-out or over-using volunteers.

o Retention

- o What is important for retaining volunteers long-term or coming back over time?

- o Good match at placement; do not overwhelm; do not under challenge.

- o Volunteers need to feel a sense of accomplishment or that they are making a difference.

- o Volunteers must receive what they hoped to gain from volunteering. Recognize that this varies from individual to individual.

- o Volunteers need feedback periodically on progress or performance; perhaps more than employees.

- o Volunteers want to feel a part of the team; they want to be the "us" not the "them."

- o Volunteers need the same respect for their work and ideas as do employees.

- o Are volunteer treated the same as employees in such areas as training, certification processes, communications?

- o Do you need a retention plan?

OPERATING PROCEDURES AND ADMINISTRATIVE DETAILS

o Volunteer Position/Assignment Descriptions

- o Define the work and know the work before recruiting for volunteers; know how much time and how often volunteers are needed; know what skills are needed for each position and whether training and supervision can be used to make up for lack of beginning skills. If driving required? Can work be done off site or must it be performed at your location?

- o Use volunteer position/assignment descriptions for recruitment.

- o Use position/assignment description for matching volunteers with assignment.

- o Know whether work is seasonal, one-time event, periodic event, on-going or whether five

people doing a part of the assignment is better than one person doing all of it and burning out.

- o Use volunteer position/assignment descriptions to help determine savings and contributions to the city program.

- o Use Volunteer position/assignment descriptions to help in volunteer training and in evaluation of the volunteer.

- o Use Volunteer position/assignment description to let a volunteer go.

- o Orientation and Training

- o Prepare training plan as you would for staff.

- o Arrange tours of facilities and outlying workstations.

- o Provide safety, emergency and similar training.

- o Policies and Procedures: include information on

- o Discrimination

- o Sexual Harassment

- o Confidentiality in sensitive documents and information versus confidential documents and information.

- o Liability, workers' compensation, Fair Labor Standards Act, Child Abuse and neglect regulations/requirements, alcohol and/or drug abuse/use, and other pertinent laws or ordinances.

- o Policy on "No shows".

- o Provide glossary of terms, definitions, translation guide for work environment terminology.

- o Ethics Training; orientation to city or similar new employee training.

- o Policy on employees volunteering within the organization or for events and activities.

- o Recruitment and Procedures

- o Follow existing employee guidelines or develop parallel guidelines just for volunteers. These are usually your best guide for developing volunteer manuals and training as well as policies and procedures, assuming your government agency is on top of current laws and court decisions.

- o Reduce procedures to writing.

- o How/where to find volunteers.

- o Use Volunteer Center, Corporate Volunteer Council, DOVIA, or other local networks to recruit volunteers or to disseminate recruitment information.

- o Use local media, Public Service Announcement's, corporate newsletters, libraries,

Public TV/Radio, governmental facilities for volunteer recruitment bulletins.

- o Use water or utility bill newsletters or "stuffers" to advertise programs and/or positions.
- o Use city/agency vehicles to advertise program or phone number.
- o Contact local schools, community colleges, universities and vocational/technical schools or programs such as Jobs Corps and JTPA and school intern, work experience or similar programs.
- o Place advertisement on posters, street banners, park/bus benches, billboards, etc.
- o Use program name and phone number on T-shirts, caps, and logo items.
- o List program name in phone book; cross-reference under volunteers, government agency name, community service and similar likely topics.
- o Have program name and number listed in social services, information and referral, and other publications which have specialized or general public distribution.
- o Place brochures in public kiosks, corporate information centers, volunteer fairs, community events, and other information activities.
- o Use neighborhood associations, homeowners associations, block watch and similar community based organizations.
- o Identify user groups and beneficiaries of programs, services or volunteer activities who might also want to volunteer.
- o Identify other specialty groups or audiences.
- o Employees or employee organizations.

o Applications

- o Uniform across the city or department specific or some combination?
- o Defining meaningful work
- o Reduce procedure and forms to writing

o Interviewing and Selection Processes

- o Interviewing is the most important part of the recruitment/placement process. (This is a whole workshop in itself.)
- o Develop and use a consistent basic interview format or questions that help you screen and match the volunteers. Be able to adapt and follow through on answers so that you get the most complete information and can make the best match. You may not find a match the first time but found the solution to another volunteer need you may not have even thought of yet.

o Eligibility and selection/placement criteria

- o Are criteria uniform across the city or by department/program? Do public safety/criminal justice positions have different standards? Can your system handle two or more sets of standards?
- o Fingerprint checks on certain services or target groups; all applicants, etc.? Are there state or local laws which impact this decision? Do you have the statutory authority to do background checks on applicant volunteers? If not, who in your government organization does? Can you partner with them to do the work for you?
- o Do criminal convictions disqualify for certain target groups or services or only some? Is this limited to Police or other Public Safety positions? Are there state or local laws that impact this decision?
- o Will you use driver's license checks, driving record checks and criminal history checks for some or all of the volunteers; only those who must drive as part of their volunteer work; only public safety and sensitive volunteer positions?
- o Do you have funds to cover this expense? Can the Police budget absorb this cost for all programs? Do you have an existing policy on fingerprints?
- o Do you need other specialized screening procedures? For jails, hospitals, social work and welfare programs, etc.?
- o Do you need a medical release form for some or all assignments? Who pays for the physical or doctor exam? If the volunteer is injured while on assignment or off-duty, who pays for the doctor's exam to clear the volunteer to return to their assignment?
- o If a candidate does not meet the strictest requirements for a certain position (such as Police) can/will the candidate be referred to another department or program that has less strict requirements?

Whatever the procedures and the decision, make sure that you do not hold volunteers to a higher standard than you do employees. This will leave you wide open to law suits. For example, if volunteers have to be fingerprinted or have to sign a confidentiality oath, then so do employees for the same work, same job, same department, same program or whatever the criteria used in your city for making that determination.

o Getting the Volunteer Started

- o Do you work in a secured building? Do volunteers need ID cards/badges to access?
- o Will they need access to other facilities? Do they need parking passes; who pays for this?
- o Do you have equipment and space for volunteers to use? If not, can you get it?
- o Computer accessibility; passwords and security procedures; software licensing and computer training.
- o Policy on employees as volunteers; use FLSA as guide.

- o Do volunteers have an "orientation" packet with basic "where do I" and "how do I" information; facility maps, key names and phone numbers etc.?
- o Provide organization chart and specific chain of command for volunteer reporting. To whom does the volunteer report, when, how, and what to do in the supervisor's absence or in an emergency, etc.
- o Volunteer contracts and agreements; when do you need them? When do you use them?
- o Volunteer Waiver/Liability Forms
- o Parking and transportation issues; free bus passes, free parking; shuttle service?
- o Volunteer Handbook and Staff/Supervisor Handbook
 - o Should there be a citywide set of guidelines or should each department/program do their own? If their own, does the central function review or approve what goes into them?
 - o At a minimum some set of policies and administrative guidelines should be issued to ensure uniformity and to have policy statements on record which help protect you in the event of law suits.
- o Record Keeping/Reporting
 - o What is minimal level of information needed for all record keeping-
Application-Name, address, phone, emergency contacts;
 - o Inventory of skills;
 - o Inventory of desired work tasks;
 - o Reference check or not;
 - o Fingerprints or not, etc.
 - o How will savings and contributions be determined and recorded? Will you use minimum wage or equivalent of paid positions for salary computations?
 - o How will volunteers be counted? Duplicated or unduplicated? Or both? How are groups counted?
 - o How do you count hours contributed? From the time the volunteer reports to the work site or from door to door (home and back)? What is the implication for city liability using either method?
- o Volunteer Evaluation
 - o Who does it? When? How Often?
 - o Uniform format or form?
 - o Alternatives for volunteer who doesn't work out in current assignment? Can volunteers be rotated to another department or program?

- o Can volunteers be shared? If so, who and how is evaluation done?

- o **Volunteer Recognition**

- o Is recognition centralized in a single function or do departments/functions do their own? Or some combination?

- o Is there a uniform method of recognition such as service pins? How are these awarded--based on time served or hours contributed or both?

- o Should departments also do internal recognition even if there is a citywide event?

- o How is this all funded?

- o Volunteer newsletter? Can you do a centralized newsletter just to volunteers, should it be given to all employees too? Should each department do their own to keep it more personal? How is this financed?

- o Will you have uniforms or a universal t-shirt either as recognition or as a uniform? Will these be by department or across the board?

- o **Program Evaluation**

- o What method of evaluation will be used? A formal citywide process? An informal internal process? Or some combination?

- o Determine program goals, objectives and outcome measures. Identify what criteria determines the success or failure of the program.

- o At a minimum, evaluations should be annual; more often during initial stages. Customer surveys are especially useful in the early stages to help adjust program to better meet the needs of the public, the supervisors and staff and management.

OTHER ISSUES TO CONSIDER

- o Expansion-Assessing the Need for Volunteers

- o Revitalizing, restructuring, re-engineering or otherwise saving or improving your volunteer program.

PROGRAM IMPLEMENTATION

- o Samples of program ideas from Phoenix and the audience

FUND-RAISING

- o Suggestions of ideas from Phoenix and the audience.

QUESTION AND ANSWER SESSION

voleur96.wpd

MVP

CITIZENS

MAYOR & CITY COUNCIL

City Manager
Frank Fairbanks

MUNICIPAL COURTS
B. Robert Dorfman

Assistant City Manager
Sheryl Sculley

Executive Ass't TO C. M.
Marsha Wallace

Personnel

Arts

Public Information

Personnel Committee

City Auditor

Intergovernmental

Budget & Research

City Clerk

Finance

Education

C I P

Downtown Facilities

Council Agenda

Executive Ass't TO C. M.
David Garcia

Fire

Water

Water Strategy

Special Projects

Deputy City Manager
Jacques Avent

Law

Neighborhoods

Police

Federal Programs

Grievance Committee

Deputy City Manager
Ray Bladine

C E D

Development Services

Planning

Business Customer Serv.

Infill Programs

Growth Planning &
Management

Deputy City Manager
George Britton

Community Relations

Engineering & Architecture

Housing

Information Systems

Street Transportation

Deputy City Manager
Pat Manion

Human Services

Parks, Rec. & Library

Public Works

Strategic Issues

Emergency Programs

Environmental Programs

Deputy City Manager
Jack Tevlin

Aviation

Equal Opportunity

Public Transit

Community Transportation

International & Sister City

National Events

Citizens Offering Police Support



Volunteer Information Handbook

**Phoenix
Police
Department**

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Dear Volunteer,

Welcome to the Phoenix Police Department's Citizens Offering Police Support (C.O.P.S.) program. As a volunteer, you provide a service to our City that is invaluable.

It is gratifying to know that we can count on your expertise and assistance in meeting the needs of the public. We are pleased you chose to become an active member of this exciting, growing, and rewarding program.

Introduction

As a volunteer within the Department, you will have the opportunity to contribute to the overall quality of service to the community. It is important to be aware of the Department's image when you are in contact with the public. As a Department representative, you are asked to make a commitment to give your best service to the Department and to the community. Sworn personnel, civilian staff members, and police volunteers all must work together to uphold the high standards of the police profession. By doing so, our Department will continue to maintain its reputation of competence, credibility, and trust among the community.

Please read through the following pages and become better acquainted with the Phoenix Police Department's C.O.P.S. program. This informative guide explains program rules, expectations, and will serve as a reference while you are a volunteer.

Citizens Offering Police Support Coordinator

The Coordinator of the C.O.P.S. program is responsible for recruiting, selecting, training, and evaluating volunteers and serves as your contact within the Department's C.O.P.S. program. If any problems, questions, or concerns arise involving your position or anything other than your actual duties, please feel free to call the Coordinator at 262-4083.

C.O.P.S. are responsible to their immediate supervisor. This is usually a supervisor in the Bureau you have been assigned. Please see your supervisor if you have any questions concerning your job duties or schedule. If there is a problem with your placement, see the Coordinator immediately. Our goal is for you to have a pleasant experience. Your C.O.P.S. experience should be a success for you and the Department.

Citizens Offering Police Support

The City of Phoenix has grown over the years - and so has its police force.

In 1940, the Phoenix Police Department boasted a total of 173 paid employees; since then, that number has climbed to 2,676. About three out of every four people working for the Department are sworn officers. The remaining 25% are civilians involved in technical, clerical, budgetary, and other support tasks.

In the fall of 1983, the Department opened its sixth precinct substation at 39th Avenue and Cactus Road. Each substation provides residents and businesses in its surrounding territory with patrol services, emergency response, and community crime prevention programs. The precincts are often referred to by a number - 4 or 400, 5 or 500, and so on - corresponding to the police radio channel assigned to its officers.

The four story Police and Public Safety Building at 7th Avenue and Washington houses most of the Department's central administrative offices, as well as such special service units as General Investigations, Community Relations, and the Crime Laboratory.

Basic training for new officer recruits and ongoing education for all employees is provided by the Phoenix Police Regional Training Academy on South 7th Avenue. Also located in the Academy complex is the Video Services Unit, which produces training videotapes, television announcements, and slide programs for the Department.

Two special units, Air Support and Canine, are housed at the Tactical Operations facility at Deer Valley Airport.

Other Department facilities include property/communications, automotive shop, impound lot, North and South Resource Bureaus, and a radio-installation site.

Volunteer positions may be available at the following locations:

South Mountain Precinct (400)	400 W. Southern, 495-5004
Central City Precinct (500)	1902 S. 16th Street, 495-5005
Desert Horizon Precinct (600)	16030 N. 56th Street, 495-5006
Squaw Peak Precinct (700)	6206 N. 24th Street, 495-5007
Maryvale Precinct (800)	6180 W. Encanto, 495-5008
Cactus Park Precinct (900)	12220 N. 39th Avenue, 495-5009
North Resource Bureau	302 E. Union Hills, 495-5001
South Resource Bureau	3443 S. Central, 495-5003
Police & Public Safety Building	620 W. Washington
Phoenix Regional Training Academy	10,001 S. 7th Avenue
Communications/Property	100 E. Elwood, 262-6165/261-8371
Deer Valley Airport	495-5002

What you can expect from us

As a Citizen Offering Police Support, you have the right to expect that the people you work with will:

Help you meet your needs. You have your own personal reasons for wanting to share your volunteer time, talents, and energy with the Phoenix Police Department. Whatever you're looking for - job experience, exposure to police procedure, contact with interesting people, a challenging way to fill free time - it's our responsibility to help you meet your motivational needs.

Keep you informed. This includes basic orientation and on-the-job training. It also includes filling you in on what's happening within the Department and letting you know about special training programs and new volunteer assignments.

Let you know how you're doing. Everyone needs feedback; without it, we work in an information vacuum. You can rely on your supervisor to give you the guidance you need to do your work well.

Show respect. A good volunteer is, in every sense, the equal of a paid employee. You deserve to be treated with respect and consideration, both for the work you're doing and as an individual with your own needs, interests, and personality.

Show appreciation. There are few satisfactions greater than a job well done. If you're doing your job well, we'll let you know as often as we can, in as many ways as possible - from a simple "thanks" at the end of the day to special awards, honors, and recognitions.

What we expect in return

At the same time, the people you work with during your C.O.P.S. assignment have the right to expect that you will:

Be dependable. Your supervisor and your coworkers rely on you to be where you're supposed to be, when you're supposed to be there. If you need to change your volunteer hours for any reason, please let your supervisor know as soon as you can.

Observe confidentiality. Can you talk to your friends and family about what you're doing as a C.O.P.S. volunteer? Of course! But do be aware that laws of confidentiality apply to volunteers as well as to paid employees. The release of criminal information to the public might also be considered a FELONY! The citizens of Phoenix have a right to privacy. Any and all information pertaining to police records, or other clearance level material is to be kept strictly confidential. Anyone in violation of this provision will not only be terminated as a C.O.P.S., but could face prosecution.

Use common sense. Keep your work related conversations general - and never reveal inside information that might harm an innocent person, jeopardize an investigation, or be used for personal gain.

Be honest. It goes without saying that our volunteers are expected to be trustworthy in every respect. There's another kind of honesty we encourage, too - the kind that can make your C.O.P.S. experience more satisfying and help us all do our jobs better.

If you have a problem, concern, or question about your assignment, let us know! If you spot an area that could use improvement, let us know! We need your suggestions, your ideas, your creative input - so don't be afraid to talk to us about what you think and see.

Volunteer Identification

You will be issued an identification badge by the C.O.P.S. Coordinator. All volunteers are required to display their C.O.P.S. identification badge while on duty or in a Department facility. If you should forget your badge at home, you will need to pick up a visitor badge at the front desk when reporting to work at 620 W. Washington.

The C.O.P.S. badge is not to be used for general identification purposes, such as check cashing privileges, to gain favorable treatment, or gratuities. Any violation of this provision, or any misuse of the C.O.P.S. badge will be grounds for dismissal from the C.O.P.S. program.

Time Sheets

You are asked to fill out a time sheet. You will send them to the C.O.P.S. Coordinator on a monthly basis.

Safety Regulations

1. DO NOT, under any circumstances, take any enforcement action: CALL A SWORN OFFICER!
2. NO form of weapon will EVER be carried or employed.
3. NEVER enter a hazardous situation: CALL A SWORN OFFICER!

Worker's Compensation

As a City of Phoenix volunteer, you will be expected to observe all safety rules and precautions pertaining to your assignment.

In the event you are injured while performing your duties, the City has an insurance program under Worker's Compensation.

Parking

A parking permit will be issued by the C.O.P.S. Coordinator for 620 West Washington assignments only.

All other Phoenix Police Department facilities have free parking for both visitors and employees. Your supervisor will tell you exactly where you should park while you're at your assignment.

Driving

Authority to operate a City vehicle may be granted to a volunteer by the appropriate division and department head or the City Manager. Volunteers shall adhere to all general regulations concerning the operations of City vehicles specified in the Administration Regulations.

All operators of City vehicles shall have and maintain a valid Arizona's driver's license. In the event a volunteer has his/her driver's license revoked or suspended, he/she will not be allowed to operate a City vehicle. The volunteer will report this revocation or suspension to his/her supervisor.

Smoking

The City's Smoking Policy is intended to protect non-smoking employees and members of the public from exposure to smoke fumes. Generally, smoking is prohibited in all public and office areas, except those specifically designated for that purpose.

General Rules and Regulations

1. Volunteers will keep their assigned schedule unless previous arrangements have been made with immediate supervisors, or in case of illness.
2. Volunteers will attend orientation and training sessions as scheduled, and will undertake continuing education when provided by the Department.
3. Volunteers will respect the function of the Department's paid staff and contribute fully to maintaining a smooth working relationship between paid staff and volunteers.
4. Volunteers will carry out assignments in good spirit and will seek the assistance of the C.O.P.S. Coordinator or immediate supervisor when necessary.
5. Volunteers will consult with their supervisor before assuming any new responsibilities affecting the Department.
6. Volunteers will respect and accept the Department's right to dismiss any volunteer for such reasons as poor performance, poor attendance, unwillingness to accept direction, etc.
7. Volunteers will notify the C.O.P.S. Coordinator in writing at least two weeks in advance of resignation or to request a leave of absence greater than one month.
8. Volunteers will be aware they are representing the Phoenix Police Department.
9. Volunteers will not report for duty or be on duty while under the influence of alcohol or drugs.

Reasons for Immediate Dismissal

1. Falsifying statements on the C.O.P.S. application or during the interview process.
2. Misusing your C.O.P.S. identification badge.
3. Reporting for work while under the influence of alcohol or drugs.
4. Releasing confidential information to the public.
5. Committing a misdemeanor or felony at anytime during C.O.P.S. tenure.

Transfer Request

If you are placed into a position you are not comfortable with, or have other problems in serving in your assigned position, you should see the C.O.P.S. Coordinator. If there is a conflict with your duties, immediate supervisor, co-workers, schedule, or the position itself, a transfer is justified. We encourage that any problems be resolved, and the C.O.P.S. program will take measures to do so. However, if problems cannot be resolved, a transfer will be approved.

If you wish to transfer from your position to try something new, please feel free to do so. The C.O.P.S. program encourages its members to work in a variety of positions and learn as much about the Police Department as possible by being in different bureaus. **We desire that you remain in an assigned position for a minimum of three months.**

Self-initiated transfers should follow this procedure:

1. Obtain a copy of the "Transfer Request Form".
2. Return the form to the C.O.P.S. Coordinator.
3. Schedule an interview with the C.O.P.S. Coordinator.
4. Schedule an interview with your new supervisor.
5. When successful, you and your new supervisor will agree on a schedule.
6. The transfer will be effective upon mutual agreement.

We want you to have a positive experience at the Phoenix Police Department.

Awards and Recognition

C.O.P.S. members are important to the Phoenix Police Department and the City of Phoenix. Consequently, you will be invited to the City volunteer recognition events and the annual Police Awards Banquet.

Recognition will be given at these events and throughout the year for special service and hours of service.

Evaluations

As a member of the C.O.P.S. program, you will be asked to complete a "Program Evaluation Form". The purpose of this form is to improve the C.O.P.S. program.

Your immediate supervisor will be asked to complete a "Volunteer Evaluation Form."

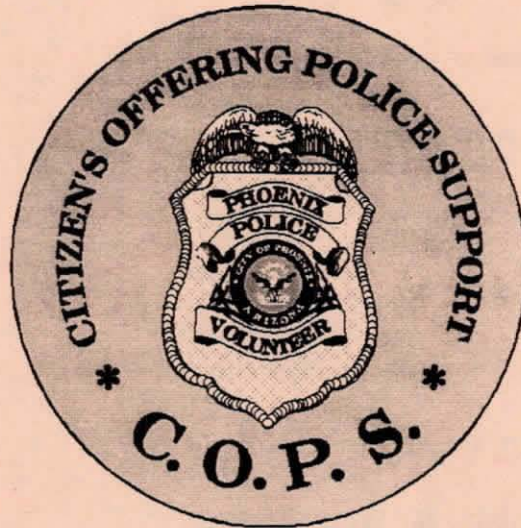
The purpose of this evaluation is to ensure your proper placement within the Department and provide a record of your volunteer service.

When you leave the C.O.P.S. program, you will be asked to complete a "Confidential Exit Interview" with the Volunteer Coordinator.

The C.O.P.S. program appreciates your participation in the evaluation process. If you have any concerns relating to any part of this process, please see the C.O.P.S. Coordinator.

SUPERVISOR'S MANUAL

C.O.P.S. VOLUNTEER PROGRAM



*"THE FASTEST WAY TO DRIVE AN EMPLOYEE (VOLUNTEER)
INSANE IS TO GIVE HIM OR HER NEW RESPONSIBILITIES AND
FAIL TO PROVIDE THEM WITH THE NECESSARY INSTRUCTION
AND TRAINING TO DO THE JOB."*

KEN BLANCHARD

OCTOBER 1996

SUPERVISORS HANDBOOK
CITY OF PHOENIX POLICE DEPARTMENT

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- VII. Establishing/Maintaining the Work Climate
- VIII. *BLANK PAGES WITH THE LEADER NOTES SHOULD BE INCLUDED
HERE
- IX. Appendix; Policy References and Forms

I

INTRODUCTION/OVERVIEW OF VOLUNTEER PROGRAMS

The major goal of the Citizens Offering Police Support (C.O.P.S.) Volunteer Program is to provide additional human resources and support to the sworn and civilian staff of the City of Phoenix Police Department. This program is built on the philosophy that properly trained volunteers can be a valuable resource and that the C.O.P.S. Program strengthens the Police Department's mission and goals. In order to make the best use of department volunteers, our program matches the volunteers' talents, skills and abilities to the best assignment available.

DEFINING VOLUNTEERS

In accordance with Arizona Revised Statutes Title 12, chapter 7, Article 2, Section 12-981, a **VOLUNTEER** means a person who performs services for the City of Phoenix without compensation other than reimbursement of actual expenses. This includes a volunteer who serves as a director, officer, trustee or direct service volunteer.

WHO CAN VOLUNTEER?

Any qualified individual who is committed to the efforts of the Community and the mission of the City of Phoenix Police Department. Prior volunteer experience is not necessary. Volunteers are often community activists, senior citizens, retirees, college students, parents, grandparents or professionals.

Volunteers choose the jobs that interest them and decide how many hours and days they wish to contribute.

"WE GO WHERE OUR VISION IS"

JOSEPH MURRAY

II

BENEFITS FROM THE USE OF VOLUNTEERS IN THE CITY OF PHOENIX POLICE DEPARTMENT

BENEFITS TO THE CITY OF PHOENIX POLICE DEPARTMENT

City of Phoenix Police Department enjoys many benefits as the result of the use of volunteers.

- Enhanced daily service delivery to the community.
- Reduction of low priority workload for sworn and civilian employees.
- Increased positive public relations through volunteers in their own communities.
- Direct support for the community-based policing efforts in the City of Phoenix.
- Provides citizens with more personal interaction with law enforcement and department staff.
- Provides staff with access to new viewpoints of persons not previously familiar with city policies and procedures.
- Generates greater community support when citizens are introduced to actual experience and insight into the challenges facing government workers today.
- Provides a source of potential new employees.
- Provides an opportunity to pilot new programs; to check efficiency and develop new operational procedures.
- Allows the department to improve response time during peak hours, high volume seasons or during special projects.

BENEFITS FOR VOLUNTEERS

City of Phoenix Police Department Volunteers enjoy many benefits as the result of their association in a volunteer capacity.

- Increased self-esteem and the feeling of giving back to the community that comes from working to help others.
- The completion of a university or college degree or internship
- Reimbursement of pre-approved, out-of-pocket expenses associated with volunteering.
- Expenses deemed allowable by an outside agency.
- Recognition for a job well done at Departmental awards banquets, ceremonies and written commendation.

*"You can't buy peoples time;
you can buy their physical presence at a given place;
you can even buy a measured number of their muscular motions per hours. But
you cannot buy enthusiasm....
You cannot buy loyalty...
you cannot buy the devotion of their hearts.
You must earn these.*

CLARENCE FRANCIS

III

DEPARTMENT RESPONSIBILITIES FOR VOLUNTEERS AND VOLUNTEER PROGRAMS

The City of Phoenix Police Department has established responsibilities for the Citizens Offering Police Support (C.O.P.S.) program. These are listed below:

Location Supervisor

- Preparing the request for volunteer(s).
- Identifying sensitive positions which may require special training or additional screening.
- Training employees on working with and supervision of volunteers.
- Ensuring that volunteers requiring certification(s) or qualifications(s), such as computer or vehicle operation are in compliance with policies. (ref. P.D. Letter #96, attached, and terminal operator certification.)

Volunteer Coordinator

- Preparing volunteer position descriptions for each volunteer position.
- Preparing recruitment materials and application forms for each volunteer position.
- Interviewing, screening, and placing individual volunteers. Arranging for polygraph test, background checks and fingerprinting of volunteers.
- Maintaining records (such as time sheets or logs) and reports on volunteers and volunteer activities.
- Coordination and cooperation with Municipal Volunteer Program (MVP) office and citywide volunteer efforts.
- Designation of a representative to the citywide Volunteer Coordinating Committee.
- Designation one or more persons responsible for maintaining current knowledge of pertinent volunteer laws and regulations.
- Developing and implementing a department recognition program and/or coordination with MVP in citywide recognition efforts.

Location Supervisor/Volunteer Coordinator

- Providing training, supervision, and evaluation of department volunteers.
- Developing program-specific manuals, procedures or guidelines.

Support for these responsibilities is available from the City Personnel Department and the C.O.P.S. coordinator office in the Police Employment Services Bureau.

IV

EXPECTATION OF VOLUNTEERS & EXPECTATIONS OF THE CITY OF PHOENIX POLICE DEPARTMENT

What volunteers expect from the City of Phoenix Police Department

As a Citizens Offering Police Support volunteer, they have the right to expect that the people they work with will:

Help them meet their needs. Volunteers have their own personal reasons for wanting to share volunteer time, talents and energy with the Phoenix Police Department. Whatever a volunteer is seeking, whether job experience, exposure to police procedure, contact with interesting people, a challenging way to fill free time, it's our responsibility to help them meet their motivational needs.

Keep them informed. This includes basic orientation and on-the-job training. It also includes advising them on what's happening about special training programs and new volunteer assignments.

Let them know how they are doing. Everyone needs feedback; without it, we work in an information vacuum. Each volunteer relies on his/her supervisor to give the guidance they need to do their work well.

Show respect. A good volunteer is, in every sense, the equal of a paid employee. They deserve to be treated with respect and consideration, both for the work they are doing and as an individual with their own needs, interests, and personality.

Show appreciation. There are few satisfactions greater than a job well done. If the volunteer is doing their job well, let them know as often as you can, in as many ways as possible, from simple "Thanks" at the end of the day to special awards, honors, and recognitions. Commendations are as important to volunteers as they are to employees.

What to expect in return

At the same time, the supervisor will have the right to expect that the volunteer will:

Be dependable. The supervisor relies on the volunteer to be where they are supposed to be, when they are supposed to be there. If they need to change their volunteer hours for any reason, direct them to let you know as soon as they can.

Observe confidentiality. Instruct each volunteer to be aware that laws of confidentiality apply to volunteers as well as to paid employees. The release of criminal information to the public might also be considered a FELONY! Remind each volunteer at the start of their assignment that the citizens of Phoenix have a right to privacy. Any and all information pertaining to police records, or other clearance level material is to be kept strictly confidential. Anyone in violation of this provision will not only be terminated as a C.O.P.S. Volunteer, but could face prosecution.

Use common sense. Remind volunteers to keep their work related conversations general and never reveal inside information that might harm an innocent person, jeopardize an investigation, or be used for personal gain.

Be honest. It goes without saying that our volunteers are expected to be trustworthy in every respect. There's another kind of honesty we encourage; the kind that can make a C.O.P.S. experience more satisfying and help us all do our jobs better.

Encourage a volunteer to advise you about any problem, concerns, or questions about their assignments. If they should notice an area that could use improvement let the C.O.P.S. Coordinator know! We need their suggestions, ideas, and creative input. Volunteers should not be afraid to talk to us about what they think and see.

Volunteer Identification

The volunteer will be issued an identification badge by the C.O.P.S. Coordinator. All Volunteers are required to display their C.O.P.S. identification badge while on duty or in a Department facility. A visitor's pass can be issued in the event a volunteer arrives without their badge. In the event of loss of a volunteer badge, a memorandum should be directed to the C.O.P.S. Coordinator requesting replacement.

The C.O.P.S. badge is not to be used for general identification purposes, such as check cashing privileges, to gain favorable treatment, or gratuities. Any violation of this provision, or any misuse of the C.O.P.S. badge will be grounds for dismissal from the C.O.P.S. program.

Time Sheets

The volunteer will fill out a time sheet that is due by the 27th of the month. They will send them to the C.O.P.S. coordinator on a monthly basis.

Safety Regulations

1. The volunteer WILL NOT, under any circumstances, take any enforcement action: They need to call a SWORN OFFICER.
2. NO form of weapon will EVER be carried or utilized by the volunteer in the course of the volunteer's assignment.
3. The volunteer will never knowingly enter a hazardous situation: they need to call a SWORN OFFICER.
4. Volunteers are authorized to use a police radio when applicable to their duties, with a civilian call number assigned by the supervisor.

Worker's Compensation

As a City of Phoenix volunteer, they will be expected to observe all safety rules and precautions pertaining to their assignment. In the event they are injured while performing their duties, the City has an insurance program under worker's compensation. (Follow standard procedures and complete an industrial packet as in the case of sworn and civilian employees.)

Parking

A parking permit will be issued by the C.O.P.S. Coordinator for 620 West Washington assignments only.

All other Phoenix Police Department facilities have free parking for both visitors and employees. Inform the volunteer where they should park while they are at their assignment.

Driving

Volunteers are authorized to operate a City Vehicle with the approval of a supervisor. Volunteers shall adhere to all general regulations concerning the operation of City vehicles specified in the Administration Regulations.

All Operators of City vehicles shall have and maintain a valid Arizona's driver's license. In the event a volunteer has his/her driver's license revoked or suspended, he/she will not be allowed to operate a City vehicle. The volunteer will report this revocation or suspension to his/her supervisor.

Smoking

The City's Smoking Policy is intended to protect non-smoking employees and members of the public from exposure to smoke fumes. Generally, smoking is prohibited in all public and office areas, except those specifically designated for that purpose.

V

PERFORMANCE GUIDELINES

All volunteers are held to the same standards as the sworn personnel and civilian staff of the Police Department.

RULES AND REGULATIONS GOVERNING VOLUNTEERS

1. Volunteers will keep their assigned schedule unless previous arrangements have been made with immediate supervisors, or in case of illness.
2. Volunteers will attend orientation and training sessions as scheduled, and will undertake continuing education when provided by the Department.
3. Volunteers will respect the function of the Department's paid staff and contribute fully to maintaining a smooth working relationship between paid staff and volunteers.
4. Volunteers will carry out assignments in good spirit and will seek the assistance of their immediate supervisor or the C.O.P.S. Coordinator when necessary.
5. Volunteers will consult with their supervisor before assuming any new responsibilities affecting the Department.
6. Volunteers will respect and accept the Department's right to dismiss any volunteer for such reasons as poor performance, poor attendance, unwillingness to accept direction, etc.
7. Volunteers will notify the C.O.P.S. Coordinator in writing at least two weeks in advance of resignation or to request a leave of absence greater than one month.
8. Volunteers will be aware they are representing the Phoenix Police Department.
9. Volunteers will not report for duty or be on duty while under the influence of alcohol or drugs

REASONS FOR IMMEDIATE DISMISSAL

1. Falsifying statements on the C.O.P.S. application or during the interview process.
2. Misusing the C.O.P.S. identification badge.
3. Reporting for work while under the influence of alcohol or drugs.
4. Releasing confidential information to the public.
5. Committing a misdemeanor or felony at anytime during C.O.P.S. tenure.

VI

PROCEDURE FOR FILLING VOLUNTEER POSITIONS

PROCEDURES CHECKLIST

Step One - A civilian volunteer requisition is developed by the supervising staff person. Seek assistance from the Volunteer Coordinator if needed.

Step Two - All civilian volunteer requisitions are sent to the Volunteer Coordinator for approval before the position is filled. This is done to reduce any potential for liability on the part of the city for the Police Department.

Step Three - Position descriptions are prepared by the Volunteer Coordinator staff utilizing information provided by the supervisor in the civilian volunteer requisition. An effort is made to generalize the position description, where practical, to utilize it in multiple locations.

A position description for each volunteer is essential because it spells out the duties, skills, training and hours of services that are needed. In addition, the position description should also spell out the safety and other procedures that need to be considered, as well as the assigned duties. The position description should be:

- A summary of the daily tasks covered by the volunteer.
- A summary of any required safety and or specialized training (i.e., fire exits, building procedures).
- A measure against which the volunteers performance is evaluated.

A copy of the position descriptions is provided to the supervisor and kept on file both with the Volunteer Coordinator and at the applicable worksite.

Step Four - Recruitment for the most qualified volunteer is made.

VII

ESTABLISHING/MAINTAINING THE WORK CLIMATE

WORKING EFFECTIVELY WITH VOLUNTEER STAFF

Supervision of volunteers should be outlined both for the benefit of the paid and volunteer staff. This includes the following:

- Providing a general orientation at the start of each assignment.
- Developing volunteer work teams in order to accomplish larger projects.
- Providing periodic feedback to the volunteers as to their performance.
- Redesigning assignments and/or reassigning volunteers as the need of the organization changes.
- Providing opportunities for volunteers to broaden their experience base, as they demonstrate proficiency in various assignments.
- Encouragement of volunteers to add their personal signature or sense of a job or project well done to a completed assignment (i.e., challenge them to be as creative as possible.)

SUPERVISOR/VOLUNTEER CONFERENCE CHECKLIST

Plan to discuss the following topics when you meet for the first time with the volunteer.

- Days and times the volunteer will contribute.
- How the volunteer should let the supervisor know if he/she is unable to attend at the assigned time.
- Advise the volunteer of the chain of command for times when the supervisor will not be available and the volunteer needs to report to someone else.
- How the Supervisor will notify the volunteer of his/her daily assignments (plan book, folder, note, etc.)

- How the volunteer should tell the supervisor what he/she has accomplished at the end of each day (special projects, etc.)
- The place for the volunteer to leave their personal belongings.
- The location of materials and workspace for their use
- Volunteer rules and supervisory policies.
- Alternate plans if another person with whom they are teamed is absent.

EVALUATIONS

As a supervisor in a location with volunteer(s), you will be asked to complete a "Staff Evaluation of Volunteer" form. The purpose of the evaluation is to ensure the proper placement within the department, as well as to provide a record of the volunteer's service.

Volunteers are asked to complete a "Program Evaluation Form." The purpose of this activity is to improve the C.O.P.S. program.

When a volunteer leaves the C.O.P.S. program, he/she will be asked to provide a "Exit Questionnaire" in preparation for a confidential exit interview with the Volunteer Coordinator. Volunteers and supervisors are asked to contact the C.O.P.S. Program Coordinator with any concerns relating to any part of the process.

*"The greatest motivational act that a
person can do
for another is to listen"*

Roy E. Moody

TRANSFER REQUEST

If a volunteer is placed in a position where they are uncomfortable, or have other problems in serving in their assigned position, they should be referred to the Volunteer Coordinator. If there is an unresolved conflict with the volunteer's duties, immediate supervision, co-workers, schedule, or the position itself, a transfer is justified. Problems should be resolved at the lowest level. However, if problems cannot be resolved a transfer will be approved. Volunteers are encouraged, in the best interests of the organization to remain in their assigned position for a minimum of three months.

Self initiated transfer procedures are listed. A volunteer must:

1. Obtain a copy of the "Transfer Request Form".
2. Return the form to the C.O.P.S. Coordinator.
3. Schedule an interview with the C.O.P.S. Coordinator.
4. Schedule an interview with the new supervisor.
5. Obtain the new schedule from the supervisor.
6. The transfer becomes effective upon mutual agreement.

*"People who feel good about themselves
produce good results."*

The One Minute Manager

VIII

SUPERVISOR NOTES

(Supervisor, add notes in this section which are unique to the location, and will be of benefit to a successor.)

APPENDIX

*POLICY A-8	ASSISTANCE TO OTHER BUREAUS
*POLICY A-11	TOTAL QUALITY MANAGEMENT SURVEY
*POLICY A-12	COMMUNITY BASED POLICING
*POLICY B-10	CITIZEN OFFERING POLICE SUPPORT
POLICY LETTER 96	DRIVER QUALIFICATION POLICY

FORMS

CIVILIAN VOLUNTEER REQUISITION

POSITION DESCRIPTION

MONTHLY TIME RECAP

STAFF EVALUATION OF VOLUNTEER

VOLUNTEER EVALUATION OF PROGRAM

TRANSFER REQUEST

DRIVER QUALIFICATION FORM #96

(* REFERENCE-E.S.B. MANUAL)

PHOENIX POLICE DEPARTMENT
CITIZENS OFFERING POLICE SUPPORT

TRANSFER REQUEST

FROM: Bureau/Precinct: _____
Position: _____

TO: Bureau/Precinct: _____
Position: _____

REASON FOR REQUEST: _____

QUALIFICATIONS FOR REQUESTED POSITION: _____

TIME SERVED IN C.O.P.S. PROGRAM: _____

TIME SERVED IN PRESENT POSITION: _____

NAME: _____

SIGNATURE: _____

DATE: _____

HOME PHONE: _____

OTHER PHONE : _____

Please complete and return to C.O.P.S. Volunteer Coordinator

PHOENIX POLICE DEPARTMENT
CITIZENS OFFERING POLICE SUPPORT

STAFF EVALUATION OF VOLUNTEER

VOLUNTEER NAME: _____

ASSIGNMENT(S): _____

EVALUATION PERIOD: FROM: _____ **TO:** _____

EVALUATION RANKING: 4=Excellent, 3=Good, 2=Satisfactory, 1=Poor
0= Unsatisfactory (May suggest more training/Different assignment.)

- | | |
|---|-------|
| 1. Performance of assignment. (Quality) | _____ |
| 2. Reliability/Dependability. | _____ |
| 3. Learning ability. | _____ |
| 4. Communications skill. | _____ |
| 5. Courtesy, tact, patience. | _____ |
| 6. Acceptance of task assignment. | _____ |
| 7. Understanding of role importance. | _____ |
| 8. Compatibility with co-workers. | _____ |
| 9. Understanding, execution of procedures. | _____ |
| 10. Interest, enthusiasm in program. | _____ |
| 11. Acceptance of work direction. | _____ |
| 12. Maturity. | _____ |
| 13. Appropriate dress, demeanor. | _____ |
| 14. Current overall value to work director. | _____ |

Evaluator add comments, as required, on back of form.

*** If volunteer is required to operate a computer terminal or vehicle, as part of assignment, are policy requirements current? (Ref. Supervisor's Manual.)**

YES _____ **NO** _____

EVALUATOR NAME _____ **TITLE** _____

BUREAU/PRECINCT: _____

RECOMMENDATION: _____

DATE: _____

PLEASE COMPLETE/RETURN TO PESB, C.O.P.S. COORDINATOR

PHOENIX POLICE DEPARTMENT
CITIZENS OFFERING POLICE SUPPORT
EXIT QUESTIONNAIRE

PLEASE ASSIST US IN DETERMINING THE EFFECTIVENESS OF, AND YOUR SATISFACTION WITH, THE C.O.P.S. PROGRAM AND STAFF BY COMPLETING THIS FORM IN PREPARATION FOR AN EXIT INTERVIEW.

1 Time served: As a Volunteer _____ In current position _____

2. How many different volunteer assignments have you held? _____

3. Have your assignments provided a sense of satisfaction and accomplishment?

Fully ☐ Generally ☐ Poorly ☐

(Explain) _____

4. Did the department adequately prepare you for the duties of your assignment(s)?

Fully ☐ Generally ☐ Poorly ☐

(Explain) _____

5. Did the department adequately support you with accommodations, equipment training and materials in your assignment(s)?

Fully ☐ Generally ☐ Poorly ☐

(Explain) _____

6. Were your expectations met? Fully ☐ Generally ☐ Poorly ☐

(Explain) _____

7. Do you feel your assignment(s) was of value to the Department?

Significant ☐ Average ☐ Insignificant ☐

(Explain) _____

8. Do you feel your contribution or potential was valued by the department.

Yes ☐ NO ☐ (Explain) _____

9. Your reason for leaving. (Check all applicable)

- | | |
|---|--|
| <input type="checkbox"/> Job Accomplished | <input type="checkbox"/> Unsatisfactory Work |
| <input type="checkbox"/> Under-utilization | <input type="checkbox"/> Co-Worker Incompatibility |
| <input type="checkbox"/> Moving To New Location | <input type="checkbox"/> Conflicting Commitments |
| <input type="checkbox"/> Need Change | <input type="checkbox"/> Other |

10. Can you suggest ways in which the program can be improved?

YES ☐ NO ☐ (Explain) _____

11. Do you feel supervision given was effective? YES ☐ NO ☐

(Explain) _____

12. On a 1 to 10 scale (1=Unsatisfactory, 10=Excellent) how do you rate your experience with the C.O.P.S. program? _____

Additional Comments: _____

NAME OF VOLUNTEER _____

REVIEWED/INTERVIEWED BY _____

DATE _____

Please complete/return to C.O.P.S. Volunteer Coordinator

PHOENIX POLICE DEPARTMENT
C.O.P.S.

VOLUNTEER EVALUATION OF PROGRAM

DATE _____ VOLUNTEER NAME _____ ID# _____

ASSIGNMENT _____ BUR/PREC _____

ON A SCALE OF 0 TO 3, RATE YOUR LEVEL OF SATISFACTION AND
PROVIDE EXPLANATION/COMMENT AS REQUIRED. 3= FULLY,
2=MOSTLY, 1=PARTIALLY, 0= NONE

1. Personal sense of accomplishment.

Explain: _____

2. Training/preparation for duties of assignment:

Explain: _____

3. Accommodation, equipment, materials provided:

Explain: _____

4. Supervision/work direction received:

Explain: _____

5. Co-worker acceptance, feeling of "belonging":

6. Assignment compared to your program expectations:

☐

Explain: _____

7. Your sense of being valued by the department:

☐

Explain: _____

8. Utilization of your talents:

☐

Explain: _____

9. Your overall experience with the C.O.P.S. program:

☐

Explain: _____

Can you suggest ways in which the program could be improved? _____

Additional comments: _____

(PLEASE RETURN TO C.O.P.S COORDINATOR IN ENVELOPE PROVIDED)

VOLSURV079/VOL

VOLUNTEERS IN PUBLIC SERVICE

Human Services Department Volunteer Program

Manual for Staff



**City of Phoenix
Human Services
Department**

VOLUNTEERS IN PUBLIC SERVICE (VIPS)

VOLUNTEER PROGRAM

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VOLUNTEERS IN PUBLIC SERVICE (VIPS)

VOLUNTEER PROGRAM

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PROGRAM MISSION AND PHILOSOPHY

Program Mission

To increase and enhance services to our customers by providing strong volunteer resources to Department staff and programs.

Program Philosophy

A strong volunteer program matches the volunteer's talents, skills and abilities to the best assignment available.

Volunteers should be a resource to staff, not a drain.

Volunteers and volunteer management is an area that is becoming increasingly complex because of legal aspects such as liability and labor relations.

Volunteers are a valuable resource and many organizations in the community compete for them.

A centralized volunteer program allows the Department to attract the skills and talents required to meet the ever increasing community needs in a time of decreasing resources.

A centralized program allows volunteers to have a "career path" of different assignments as their own skills and responsibility grows.

A centralized program strengthens the Department and its mission.

This manual covers the staff responsibilities for working with volunteers.

DEFINITIONS, CATEGORIES AND LEGALITIES

WHAT IS A VOLUNTEER?

A volunteer is a person that works without being paid.

There are special considerations to be made when a program includes volunteers, but generally volunteers are to be thought of as unpaid staff. And, like paid staff, they have responsibilities and rights.

A volunteer is viewed as a worker and has the same rights and responsibilities as any other worker. The only difference is that the volunteer agrees to work without pay to help the city achieve its goals and objectives in delivering services to the public.

The Definition

"*Volunteer* means a person who performs services for a nonprofit corporation or nonprofit organization, hospital or governmental entity without compensation other than reimbursement of actual expenses incurred. The term includes a volunteer who serves as a director, officer, trustee or direct service volunteer." (Arizona Revised Statute Title 12, Chapter 7, Article 2, Section 12-981.)

That means:

A volunteer is anyone that works under the supervision or direction of a city employee and is not being paid a salary or hourly wage as a city employee.



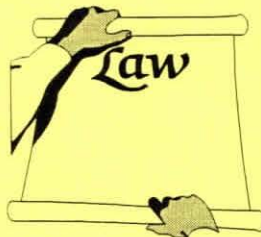
Legalities and Volunteers

Some liability laws have stipulations that preclude or exclude applicability to volunteers. Recently many laws that pertain to workers have been expanded by the Department of Labor to include volunteer workers with the paid workers. Extra considerations that must be made for volunteers are discussed in the "Categories" section of this manual.

The Volunteer Services Office, when creating or revising a Volunteer Position Description, checks for any applicable laws or regulations that may apply to the volunteer position. For example, the law states that any worker with a job that entails being left alone, unsupervised, with children under 18 must have a background check performed before starting work. This also applies to volunteers.

There are also City procedures (PD#96) that requires a valid Arizona driver's license and review of a driving record before a worker is able to drive a personal or City car on City business. All volunteer position descriptions involving use of a personal or City car includes these requirements.

Position Descriptions that are obtained from the Volunteer Services Office will have passed this scrutiny and will be monitored as laws and regulations change. New Position Descriptions will be reviewed and kept on file to use throughout the Department (with modifications for specific sites as necessary).



Youth Volunteers

Definition: A youth volunteer is any person under the age of 18.

Benefits:

- Youth are very good candidates for your volunteer program.
- They come with energy, idealism and enthusiasm.
- An investment in youth volunteers is an investment in the future. Most adult volunteers state that they learned to enjoy volunteerism as a child or youth and have kept that through their lifetime.

Special Considerations:

- **A parent or guardian's signature** must be on the application form before a youth can start a volunteer assignment.
- **Youth volunteer positions can not violate the Child Labor laws.** That includes the number of hours able to be worked while school is in session and certain machinery that a youth cannot operate. A booklet outlining these criteria is available from the Volunteer Services Office.
- **They may be looking for a feeling of contribution to a cause, work experience, or hours to fulfill a class requirement.** They may require a little extra time as they learn the behaviors expected in the workplace.

Court Ordered Volunteers

The court system process allows a judge to sentence community service hours as part of, or in lieu of, fines for infractions.

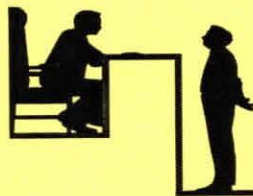
In the City of Phoenix, the Municipal Court will assign community service hours for driving violations when the violator cannot afford the fines. Other infractions, from civil to criminal, may also have community service attached by the court as a way to connect consequences with the violation. There is a confusing variety of types of courts and reasons for service.

Court ordered volunteers can be a useful resource for your worksite. They can fit into your volunteer staffing schedule readily and are an exceptional resource for short term or "seasonal" work assignments. They have anywhere from tens to hundreds of hours to perform.

Like all other volunteers, they must be screened and placed carefully and all have paperwork from the court that outlines their infraction, the hours of service, and the date the service must be completed.

REMEMBER: You do not have to accept someone and make work for them because of the "court ordered" status.

Do not allow that person to set the schedule or date of completion of service - if you don't need them, don't accept them - because you control the volunteer staffing schedule. Most courts value one hour of volunteer service at \$10.00 per hour. That's too much to let someone come, sit around doing nothing (or getting in the way), and receiving volunteer hours for it!



Employees as Volunteers

Occasionally a City employee will want to volunteer for a program that is operated by the City.

This is a ticklish situation. When an employee volunteers for their employer, a careful scrutiny must be made of the employee's current job description and the volunteer assignment description.

If the two descriptions are the same, the employer can be violating the Fair Labor Standards Act (FLSA). Because the work is the same, the employer could be forced to pay the employee-volunteer for the volunteer hours of service (including overtime) and be fined penalties for violating the Act.

The FLSA was created to protect workers from exploitation by their employer.

In some cases, a employee was told to "volunteer" their time over and above paid time. The employee can feel that holding onto a job depends upon the "volunteering" that is forced upon them. In such cases, the worker is exploited and the "volunteering" is anything but.

If a City employee wishes to become part of your volunteer staff, please call the Volunteer Services Office to seek clarification and instruction.

The Volunteer Coordinator will have the latest position descriptions and any City or Departmental policies or procedures that pertain to City employees as volunteers in City volunteer programs.

Confidentiality, Computers, and Sensitive Information

Some volunteer assignment descriptions may call for the volunteer to be working where there is exposure to information that is considered **confidential or sensitive**.

Some volunteer assignment descriptions may require that the volunteer work with a **computer**.

In these positions, a volunteer will need training as to their responsibilities according to copyright and/or confidentiality laws.

The volunteer may need to sign agreements that outline these responsibilities and explain the penalties for knowing violation of those responsibilities. Copies of these agreements are available from the Volunteer Office.



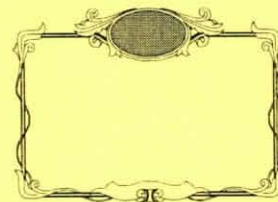
Benefits for Volunteers

Volunteers receive many benefits - both intangible and tangible.

Intangible benefits include increased self-esteem and that feeling of "doing good" that comes by working to help others.

Tangible benefits include:

- The attainment of skills that increase employability or chance of promotion
- Completing a requirement for completion of a university degree or other program of study (including secondary school)
- Receiving financial help through a stipend or reimbursement of the actual expenses associated with volunteering
- Benefits such as inclusion in Worker's Compensation plans in case of injury during volunteer service
- T-Shirts, certificates, cups, pizza parties and all the other thank-you tokens



PREPARING FOR A VOLUNTEER OR VOLUNTEER PROGRAM

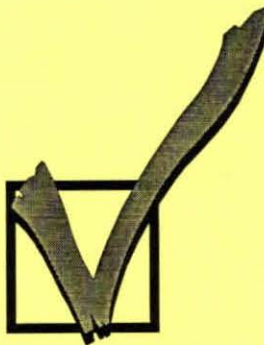
The Volunteer Position Worksheet

The request for a volunteer must be initiated by the staff that is to work with the volunteer. They are the only ones who can define the work that needs to be done.

The Volunteer Position Worksheet is a format to think through the assignment and define the:

- Purpose of the position
- Tasks and duties to be performed
- Time of day/week/month the work needs to be performed
- How often the volunteer is needed
- Training required before or after the volunteer starts work
- Qualifications that the volunteer must possess
- If there is a minimum age requirement
- If driving is required

Once the work to be done is defined, the Volunteer Coordinator works with the staff to write the assignment description (or perhaps incorporate the request under an assignment description already written) and help recruit to fill that need.



Assignment Description

An assignment description is essential.

It is the measure against which the volunteer's performance is evaluated. A volunteer that is unable to do the assignment is generally frustrated or feels bad and is a drain on staff time and resources. That volunteer should be moved to another assignment where (s)he will be productive and feel rewarded.

An assignment description spells out the duties, skills, training, and hours of work that are needed.

With this information, it is easier to find the best person to do the assignment.

A volunteer knows, going in, the limits of responsibility and what is required in that assignment. The volunteer can be comfortable in the assignment and so can the staff.

The assignment description also spells out the program requirements that are covered by the volunteer. Such as, if the receptionist must log or count calls, then the volunteer must do the same.

An assignment description also spells out the safety and other procedures that need to be considered.

Because most volunteers are covered under Worker's Compensation, they need to have the same safety training as employees. Therefore, if the assignment requires lifting, the volunteer may need training in proper lifting techniques to prevent back injuries.

Volunteers handling food are required to meet County Health Department standards.

Volunteers working with children are required, by law, to be fingerprinted and have tuberculosis screening.

Volunteers also need to know fire exits and building procedures in case of emergency.

In case of disasters or other extreme emergencies, volunteers can be expected to show up to help with relief efforts (think Hurricane Andrew and sandbagging for floods).

If the work requires a piece of equipment to perform an assignment, then the equipment needs to be available to the volunteer in that assignment. For example, if employees that lift objects are required to wear a "back belt", volunteers should also have the belts available, not necessarily assigned to them individually but possibly on a check-out basis for whomever is on duty.

An assignment description includes performance standards for the volunteer and the work assigned.

Performance standards tell the volunteer what the goals are and what constitutes "doing a good job."

The expectations are clear and the volunteer understands the tasks that (s)he is assigned. The supervisor can then deal with poor performance as applied to the performance standards.

PROCEDURE CHECKLIST - Assignment Descriptions

The assignment description is the best nuts and bolts, factual description of the work to be performed that can be devised.

Step One

The assignment description is developed by the supervising staff person. The Volunteer Coordinator is always available to assist with samples of other assignment descriptions or expertise in defining the specific work duties that need to be addressed.

Step Two

All assignment descriptions are sent to the Volunteer Coordinator for approval BEFORE the position is filled by a volunteer. This step ensures that the duties are well within the various federal, state, and city mandates that may apply. This step also ensures that volunteer duties do not place the volunteer or the City in any risk situation that could jeopardize the program.

Step Three

The assignment descriptions are returned and kept on file both in the Volunteer Services office and at the applicable worksite. The assignment description will be available for use at other sites and in other Divisions. Periodic updates will check the assignments for changes in duties, reporting requirements, and applicable laws and regulations.

Step Four

The position is posted and recruitment takes place. Posting can be done within the worksite, the Department, the City, and/or outside sources. The Volunteer Services Office will assist in posting, recruiting and screening for open positions. (*See Recruiting - Page 16*)



DEFINING SUPERVISION

Supervision must be outlined for the benefit of both staff and volunteers.

A volunteer may be a supervisor of other volunteer staff and maybe even coordinate an entire program.

Still, the question remains "Who supervises the volunteer supervisor?"

That person is the one responsible for supervision of the program, its service specifications and the volunteers responsible for providing that service.

Volunteers must be supervised.

Someone needs to take the responsibility to be in charge.

Volunteers, like staff, need to have indications of how they're performing, to insure that the program they are working in meets its service specifications or goals, to insure that criteria are properly met, and, sometimes, to have someone to bounce ideas off of when confronted with a problem.

Supervision provides day-to-day direction.

The supervisor has the volunteer assignment description and performance standards to use as a guideline to evaluate performance.

GROUP PROJECTS and Special Events

Definition: A short-term project with definite beginning and ending points capable of being accomplished through group effort.

Benefits:

- **Many services can be accomplished by a number of people working together in a concentrated effort.** This is usually a project with a very defined purpose and time limit. (Think of barn raisings and yard or neighborhood clean-up days.) The group involved typically is composed of people that volunteer for only this short term project.
- **The time commitment is low, and the results are often immediate.** The reward is not only the startling before/after results, but also the warm glow of working together for a common goal.

Families are especially attracted to this kind of volunteering.

Group projects best suit the time limitations of professionals or people whose work hours change constantly.

- **Group project volunteers do not need the typical screening and interview process needed for long-term volunteers.** Group volunteers already are connected to an organization: Scout troop, church, employer, school, etc. There is a group leader in charge that has helped to recruit and organize the group.

Special Considerations for Group Projects:

An assignment description and strong supervision are still needed for these types of projects.

Nothing is more disheartening to a volunteer than to make a special effort to reserve this time period and get there only to mill about, waiting for someone to tell them what to do.

It is even worse to issue a "ya'll come" recruitment invitation without planning for the numbers of volunteers needed and not have enough work to do. This can create the reputation in the community of crying "wolf" for volunteers. They will not come the next time.

Groups do need to sign in and out in order to establish their presence and count their hours of service.

Group projects report total number of volunteers and total hours worked on group time sheets.

In an emergency - and especially with youth - you need to know who and how many people are on-site working on your project.

Staff still needs to direct and supervise group projects.

The work to be done needs directing, supplies and materials distributed or collected, and staff needs to be on-site in case of emergency.

An emergency can be an incident that causes property damage or injury to a volunteer or client.

PROCEDURES

RECRUITMENT

Once an assignment description is developed, the person to perform the assignment (the volunteer) is recruited.

Recruitment is done in many ways, both formally and informally.

- Formally, the position is posted through the HSD Volunteer office. Recruitment flyers can then go out to the Volunteer Center, other City department volunteer offices, and other areas of the community.
- Informally, everyone begins to look for the right person to do the job - even to friends and family!

There is a centralized procedure for recruitment, but staff is always on the lookout for a good volunteer. If one is found, you may not be able to use them, but someone in the Department probably will! Refer all prospects to the Volunteer office.

SCREENING

The volunteer is always screened. It can be as informal as a simple conversation. Screening is done both on the telephone and in person.

The purpose of screening is to get and give enough information so that a volunteer can decide to pursue the process further. If so, the volunteer fills out an application.

The process of "screening" a potential volunteer is to:

- Get basic information from the potential volunteer
- Give information about what positions are available and any special qualifications they carry
- Give basic information about the City and the *VIPS* Program.

The Volunteer Coordinator always screens each potential volunteer at first contact. The on-site staff may also screen a potential volunteer.

The APPLICATION

An application is the first step in the placement process. It formalizes the process and is the first hint to the volunteer that certain procedures need to be followed, according to the assignment desired.

The application is the first place that the volunteer's skills, talents, and qualifications are indicated. It provides information to start the process of matching the right person to the right assignment.

The application also gathers some basic information related to protection of the volunteer, staff, and customers served by the program.

Some of the information is:

- Emergency information If there is an accident or injury while working, the people to notify are listed here.
- Physical condition This relates to assignment description and general health. For example, a person that has a bad back obviously should not be assigned to do heavy lifting.
- Prior criminal convictions This is a protection for fellow workers and customers of our programs.

The INTERVIEW

A face-to-face interview is done by the staff that will be working with the volunteer.

This is essential. Another person can do all of the background work, but only the supervisor can ascertain if the potential volunteer will be able to do the assignment within the established work group.

BENEFITS OF THE INTERVIEW

An interview is a chance to discuss the assignment, the potential volunteer's interest in the assignment and the volunteer's qualifications for the position.

After all, if you wouldn't hire this person for a salary, why would you accept them as a volunteer? Volunteers are not inferior workers, they are just there for a different reason than salaried employees.

If the interview goes well, and the volunteer and supervisor agree that this is a good placement, they notify the HSD Volunteer office. The placement is recorded, and orientation can take place.

If the interview does NOT go well, the volunteer is referred back to the Volunteer Coordinator.



The REFERRAL

Essential to a volunteer management system is the concept of referral.

At any step of the relationship, a volunteer can be referred to the Volunteer Coordinator.

The reason may be simply that the site's volunteer assignments are full and there are not any openings.

It might be that the volunteer is not performing the assignment as needed and could work out better somewhere else.

It could be that the volunteer and staff do not work together well as a team, even though the volunteer is quite capable.

It could be a simple personality conflict.

A referral is made to try a different placement and to try to capture the resource for the Department.

Sometimes, the only recourse is to release the volunteer and refer to another agency.

The Volunteer Coordinator is the key pivot point in this process.

The ORIENTATION

The first orientation is to the City and the Department.

The second orientation is to the site.

On-site orientation includes introductions to the staff, location of break areas and restrooms, emergency exits, parking, and place to secure personal items. Orientation also includes a detailed description of programs that the volunteer will come in contact with during the

assignment.

The site supervisor is responsible for orientation for the new volunteer.

THE FIRST DAY - ORIENTATION CHECKLIST

The process is successful, the volunteer is well qualified and accepts the position. The first workday arrives and the volunteer is on time and ready to work. What next?

THE START OF THE DAY

The facilities

Show the volunteer the building.

- Where the restrooms are - and where the breakroom is located.
- Tell them the formal and informal rules: refrigerator usage, the user cleans the microwave, no popcorn or coffee in the workstation, and other such "rules".
- Be clear if the volunteer's work shift includes a formal break and it's scheduled time. If breaks are handled more informally, be clear as to who authorizes time away from duties and/or covers the work while the volunteer is gone.

Safety

Explain the **emergency exits**. Take the volunteer from the assigned workstation to the exit so that the route is clear. The volunteer is in an unfamiliar place and maps are unclear and confusing.

Give them any **safety equipment** required for their position. Explain whether the equipment is assigned to their care (able

to be taken home) or checked out on a daily basis. Explain the procedure for each, the care of the equipment, and where any storage is located. Explain how and where to get replacements or parts if the equipment is damaged or worn.

Parking

Make sure that parking procedures are clear. If the volunteer was unaware or forgot a parking restriction, give him/her time to move the car.

Time keeping

Show the volunteer the sign in/out sheets and explain the process.

Explain the Volunteer Time Records and why the need for signatures.

- Remind them to sign the sheets the last day of the month THAT IS WORKED. (There is no need to require them to make a special trip back to sign time records.)
- Explain the Worker's Compensation requirements and benefits, if applicable.

Job Duties

- Show them the work station and explain the duties. Give them a copy of the position description.
- Show them where personal items can be safely stowed.
- Introduce them to surrounding staff. Indicate who is available to help with answering specific questions about the work or general questions such as who can clear a jam in the copier.

Leave them alone a while to digest all this information. Check on them and

ask if there are any other questions that have arisen or things that need clarification. Remind them to check with you (or a delegate) about five minutes before they leave.

THE END OF THE DAY

Take a moment to informally review their work - are they performing adequately, above all expectation, or not at all?

Ask them how things went . . . and listen to what they say. Be alert for hesitancy as it can indicate the volunteer is feeling overwhelmed or otherwise doubtful about their ability to perform the work. If this happens, discuss the day with them. Reassure them, if need be, by specific praise about what they have accomplished well.

Smile! Thank them for their help. Be specific about the next day, date and shift that you expect them to be there. Review the schedule if need be. *Remind them to sign out.*

After their departure, informally evaluate their performance. Make note of your conversation and any strengths and weaknesses you observed on this first day. (If you don't do it now - the details will be forgotten).

Keep that note and review it again after the volunteer has worked 3 - 5 shifts. Then pull it out and see if it is still valid. Sit down with the volunteer and ask them again: How's it going? Are you having any problems? Be prepared to deal with the problems!

TRAINING

Even if a volunteer arrives at the workplace with all of the skills necessary to do an assignment well, there is specific training needed for "how we do things here". Every organization is different and has its own ways of doing things as well as its own "culture."

A volunteer is very much the same as a new staff member and needs the same basic training. A volunteer may need additional training to fully perform. For example, a ready and willing spirit can not replace the need for pleasant and courteous telephone manners.

Training covers the program requirements, policies and procedures under which the assignment category falls.

Training allows opportunities for volunteers to be advanced to more responsible volunteer assignments.

Training is both assignment specific and generic. Some volunteers will only need to participate in general training sessions like the Ethics training or emergency procedures. Some training is assignment specific, like how to use the Ericsson phone system. The training needed is defined by the assignment description and the needs of the assignment.

- Specific program training is scheduled through the site supervisor and can be in the form of a formal class or by having the volunteer "shadow" an employee mentor.
- General training or training available from the city can be requested through the Volunteer office. Some assignment requirements (such as Food Handler's Cards) must be scheduled with agencies or organizations outside the city and are the responsibility of the volunteer.

REVIEW OF PROGRESS

Everyone needs to know how they're doing.

Review is both a formal and informal process.

Formally, the volunteer should have an evaluation by the supervisor within three months of starting to work.

Informally, the supervisor offers feedback to the volunteer on how the work performance is progressing. Informal feedback should come at the end of the first day and at the introduction of each new task.

If the volunteer is performing well, the placement will continue. If the volunteer is not doing so well, the supervisor can ask for transfer or additional training needs may be identified.

After the initial evaluation, the next one is done in a year. Evaluation forms are found at the back of this manual.

REPORTS

WHY WE REPORT

The City uses the number of volunteers and hours they contribute as measures of community input and involvement in City programs.

Members of the community volunteer to give their time, talents and skills to the City for the betterment of the community.

Volunteer hours are used as "match" in many grant funded programs or may even be a requirement of some grants. Some volunteers deliver services necessary to meet the performance indicator of that program.

Volunteer-related reports include:

- Reporting of time on monthly time sheets
- Staff evaluation of the volunteer's performance

Program specific, required statistics for services that volunteers may provide as part of their duties. For example, if the program requires the counting of information requests, a volunteer who answers the phone must be trained to record that information. That information is reported as to program requirements, not whether the service was performed by an employee or volunteer.



KINDS OF RECORDS TO BE KEPT

Time Sheets are the record of service for any volunteers that are not group volunteers.

- They are to be kept updated each day of work and turned in at the end of the month.
- The volunteer is typically responsible for keeping daily records and the supervisor for collecting and verifying the reports.
- Time sheets are to be treated as any other public record and are subject to the same policies for retention and storage.
- Time sheets are necessary for any worker's compensation claims or other legal considerations.

Group time sheets are the record of service for volunteers that arrive in a group for a one-day or short-term project.

- Volunteers in the group sign in as they report for their assigned duties.
- They also sign out when they leave.
- This provides a total number of volunteers and total of hours worked for the group and the project.
- The group time sheet is forwarded to the Volunteer Services Office with the other volunteer time sheets at the end of the month in which the project occurred.

WHERE THE NUMBERS GO

Volunteer Hour Reports go to many places in the Divisions, the Department and the City. Check with the Volunteer Coordinator or your Division administrative staff for your due dates and formats.

For each Division:

- * Each site coordinator batches the volunteer time sheets and sends them to the Volunteer Coordinator on the first working day of the month. (No later than the second working day.)

- * Reports are consolidated for each Division and a Volunteer Hours Report is generated for each site.

- * A copy of the Volunteer Hours Report goes back to the worksite and to the Division administrative office.

- * Volunteer hours are typically reported to the funding source along with other program reports.

For the Department:

- * Division reports are consolidated into a Departmental report by the Volunteer Coordinator.

- * Departmental reports are due by the 5th of the month and are transmitted to the City Manager's office.

- * Volunteer hours count towards program units of service and, many times, in-kind match for grants.

For the City:

- * Volunteer hours are separated into different classifications and reported by each Department to other sources.

- * Certain job descriptions go to the Personnel Department for reporting to the State Worker's Compensation Fund on a quarterly basis. Others are not covered by Worker's Compensation but are included in many other City reports.

RECOGNITION

Employees receive recognition in many ways.

- Employees receive a paycheck for work performed.
- Employees receive performance evaluations and guidance from their supervisor as to how well they are meeting the goals of the job.
- The Human Services Department has an Employee Recognition Program to recognize quality performance and exceptional efforts.
- The City Manager's Office has an "Excellence" award to recognize employees that contribute "above and beyond" the requirements of their jobs.

What system is there to show volunteers that they are appreciated, are contributing to the program, and are doing a good job? A system that includes the same elements of feedback and recognition as regularly as a paycheck.

FEEDBACK For VOLUNTEERS

A volunteer needs, first of all, **appreciation** from the work group that (s)he works with. A simple smile and "thanks" are the first, and best recognition.

The next best recognition is the **acknowledgment** that a volunteer's efforts are worthwhile, appreciated, and useful. This can be done by including the volunteer in staff meetings to hear about the changes in the program and procedures.

Give clear, concise feedback that recognizes the volunteer's **achievement** and **performance**. For example: " I can't believe you processed 15 food boxes today! That's one of the highest service levels we have had! That really takes pressure off my schedule so that I can serve my clients better!"

REWARDS for VOLUNTEERS

The best recognition is personal and tailored to the individuality of the volunteer.

This can best be handled in a work group or site with co-workers present. Some programs acknowledge the contributions of their volunteers with special t-shirts. Another token of appreciation could be a special coffee mug (and/or free coffee!). Some programs have teas or luncheons for volunteers and invite guests to help with thanks and awards.

Talk to the Volunteer Services Office for more ideas of formal and informal ways to recognize volunteers.

AWARDS

There are numerous city and community awards for volunteers and volunteer programs.

If you feel that your volunteer has done an exceptional job or is performing unusual tasks, call the Volunteer Services Office for information about various awards, qualifications and due dates.

INSTRUCTIONS VOLUNTEER POSITION WORKSHEET

PURPOSE: Step-by-step explanation on the filling out of the Volunteer Position Worksheet form in order to help the Volunteer Coordinator develop the position and write a position description. The Volunteer Coordinator checks each volunteer position for compliance with City procedures, safety requirements, youth labor law and/or other applicable laws, statutes and applicable procedural requirements.

- 1) **Site/Program** - The site and the program that the volunteer will be working for.
Example: WPFSC/Food Bank.
- 2) **Phone** - A number where the supervisor can be reached.
- 3) **Supervisor** - Who is the person that will be supervising the volunteer's work (preferably the daily supervisor).
- 4) **Minimum age requirement** - Is there equipment being operated that would restrict the position to someone over the age of 18?
- 5) **Driving status** - Does a person need to operate a city or private vehicle in order to perform this work?
- 6) **Purpose of position** - What is the position supposed to accomplish? This is where you explain why a volunteer position is needed.
- 7) **Tasks and Duties** - This is where you list specific tasks that the volunteer will be expected to perform. Examples: lift food boxes weighing up to 20 pounds, answer the telephone in a courteous manner, etc.
- 8) **When job can be performed** - Check the appropriate response(s).
- 9) **Hours of the day** - Be specific! If you only need someone from 9:00 a.m. until 1:00 p.m., say so! If hours are flexible and will be prearranged (such as typing or copying), indicate that hours are flexible between 8 and 5 and will be prearranged.
- 10) **Day of Week** - Do you only need someone one or two days? Or all five days? Do you only need someone on specific days - like Mondays and Fridays, this is where you indicate your exact need.
- 11) **Assignment status** - Short term means a limited amount of time. Long term means that the position will be on-going. Special project refers to a specific position/program task with a definite beginning and ending time.

- 12) **Kind of training** - Special skills we would train for include our phone system, HSD and/or forms and reports, etc. Indicate what training that the Department, the Division, the program and/or the site will provide.
- 13) **Previous training** - What training does the volunteer need to come with? You can also indicate experience in this category. Example: Experience in answering a telephone in an office setting.
- 14) **Qualifications** - Look back at your Tasks and Duties section. If the volunteer is expected to lift food boxes up to 20 pounds - a qualification is that the volunteer is able to lift 20 pounds! (Watch this area for ADA impact.)
- 15) **Educational requirements** - What educational skills are needed to perform this work? Watch catch-all phrases like "High School diploma" when all you really need is someone who can spell and write legibly to take messages.
- 16) **Special skills, licenses, etc** - Example: food handler's card, Red Cross First Aid certification , etc.
- 17) **Other** - Whatever we missed!
- 18) **Comments** - Communicate any information that will help the Volunteer Coordinator understand the uniqueness of this position.

jobwksht.int

Human Services Department
Volunteer Position Worksheet

Return to Personnel, Volunteer Coordinator

Site/Program: _____ Phone: _____

Supervisor: _____

Volunteer Position Title: _____

Minimum age requirement? (y/n) Is driving required to do this work? (y/n)

Purpose of Position:

Tasks and Duties:

Time Required: (minimum time required to be productive) _____

When can the job be performed? Days _____ Evenings _____ Weekends _____

What hours of the day are needed?

Any particular days of the week? _____

Is assignment on-going or for a designated time period only? Short term _____ Long Term _____
Special Project _____ (Specify) _____

Training:

Do we need to train special skills for this position? (Y/N)

What kind of training?

What previous training should the volunteer already have?

Qualifications:

Educational requirements:

Special skills, licenses, certifications, etc. that are needed:

Other:

Please feel free to jot down any notes, thoughts or questions about creating a volunteer position.

INSTRUCTIONS VOLUNTEER APPLICATION FORM

PURPOSE: Step-by-step explanation on the filling out of the Volunteer Application form in order for the interviewer to place the prospective volunteer most effectively.

- 1) **Name, address, phone** - Information for the interviewer to have a way to contact the prospective volunteer.
- 2) **Availability** - The prospective volunteer indicates the IDEAL times for volunteer work. Example: The interviewer knows that someone who can not work weekends will not be interested in a position that entails Saturday work schedules.
- 3) **Short term, long term, special projects** - The volunteer can indicate what is in their mind on the length of time of the ideal volunteer commitment. This area should be discussed in the interview to have a clear understanding of the time frame.
- 4) **Physical considerations** - This tells the interviewer to watch for physical requirements that would affect placement. Example: If the prospect has indicated a "bad back", the interviewer would know to explore this area further before offering or assigning a position requiring lifting.
- 5) **Emergency information** - The contact person(s) in case of injury while working.
- 6) **Skills and interests** - This area of the form is to give the interviewer a fuller picture of the prospective volunteer.
 - Information about former employment tells what skills a person may bring with them. Example: "Secretary" probably means that typing is not new to this person.
 - Previous volunteer experience is as helpful for the types of organizations the person has worked in (knowledge base) as it is to tell if the person is used to being a volunteer worker.
 - Hobbies, interests, and skills - the interviewer knows more about a person and now has more information to help placement. Example: The prospect's hobby is "computers" and the interviewer now knows that a position that involves computer work will be a better match with a better chance of commitment.
 - Special training and certification - Unusual things tend to pop up here like "Red Cross certified disaster worker" or "Emergency Medical Technician". The interviewer may not have an immediate need for this training but now has a very good resource to call upon in time of that need.

Many times a person will be interested in a particular position that they are not well suited for because it's the only one they know about. The interviewer then will have a chance to explore

other positions or even, when faced with the "perfect person", develop a position that has been on the back burner.

- 7) **Education** - The formal schooling that the prospect has completed.
- 8) **References** - The names of former teachers, supervisors, employers or others that would be able to verify information offered on this form.
- 9) **Criminal convictions** - This is sensitive to the population that is being served by the volunteer position. Take into account the kind of conviction and the length of time since it occurred. A person that has paid their price, so to speak, should not be barred from all volunteer service. However, if the position involves the home delivery of meals to those who are easily victimized, such as the elderly; a person with a burglary charge may not be the best placement. If in doubt, call the Volunteer Coordinator and discuss the issues.
- 10) **Statement of understanding** - This paragraph is to insure that the interviewer has been clear that the person is not an employee and is not promised employment. The prospective volunteer should understand that there are program or other standards and procedures to follow. If the volunteer continually is unable to or refuses to follow those procedures, they will not be allowed to volunteer any longer. The volunteer should also understand it is their responsibility to make changes and updates to the information presented on the application. PARTICULARLY changes in emergency information, address, and conviction status.
- 11) **Signatures** - The prospective volunteer signs and dates the form at time of completion. If under 18 years of age, the parent or guardian MUST give permission (indicated by signature) for that youth to volunteer before the position is assigned and work is commenced.

NOTE: The application form is the **FIRST** step of the volunteer placement process. Therefore, the signature date should be BEFORE (or at least ON) the first date of work as indicated by the Volunteer Time Sheet.

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- 12) **Site and supervisor** - If the volunteer is placed, write in the work site location and supervisor's name. There is no way to locate that volunteer's work site unless you do that!
- 13) **Entered in computer** - the Volunteer Services Office uses that space to indicate when (and by whom) the volunteer is entered onto the database and is officially "registered".

applic.int

Application to Volunteer
City of Phoenix - Human Services Department
Administrative Office - 200 West Washington Street, 18th Floor
Phoenix 85003-1611

Name: _____ Date: _____

Address: _____ Home Phone: _____

City State Zip Work Phone: _____

AVAILABILITY Place a check in the box

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Morning						
Afternoon						
Evening						

Short Term _____ Long Term _____ Special Projects _____

Are there any physical conditions to be taken into consideration in arranging volunteer assignments for you?

EMERGENCY INFORMATION

In case of emergency contact:

Name: _____ Relationship: _____

Home Phone: _____ Work Phone: _____

SKILLS AND INTERESTS

Current/previous work or occupation: _____

Previous volunteer experience: _____

Hobbies, Interests, skills: _____

Special training, certification: _____

EDUCATION (circle highest grade completed)

Grade School 6 7 8 High School 9 10 11 12 or GED
College 1 2 3 4 Beyond:

REFERENCES List two personal references

Name: _____ Phone: _____

Name: _____ Phone: _____

Do you have any criminal convictions (other than parking violations and/or juvenile offenses?) yes no
If yes, please explain where, when, and disposition:

(Conviction will not automatically bar you from volunteering. Relevance to assignment
will be considered)

I understand that I am not an employee of the City of Phoenix Human Services Department and that any duties that I perform are as a volunteer. I agree to abide by the procedures set forth by the City of Phoenix for my assigned work duties. I also understand that it is my responsibility to update any address, emergency, or other changes to the information on this form.

Signature: _____ Date: _____

Parent/Guardian (if under 18 years of age): _____

FOR OFFICE USE ONLY

Site: _____ Supervisor: _____

Entered in computer: _____ By: _____

INSTRUCTIONS VOLUNTEER TIME SHEET

Step-by-step instructions on the filling out of the Volunteer Time Sheet in order to minimize errors and provide the information needed for Worker's Compensation and/or other program requirements.

- 1) **NAME** - Print or type the volunteer's name as it appears on the application and roster.
- 2) **MONTH** - the month that is being reported. Use the month name: January, February etc. Abbreviations are acceptable. Please make legible.
- 3) **SITE/PROGRAM** - Use the worksite name: name of Senior Center, Family Service Center, etc. Also use the program name if the volunteer is assigned to a specific program within the worksite and no other job descriptions apply outside that program. For example: Brown Bags, Commodities, etc. If the volunteer is assigned to more than one job description or program leave this area blank.
- 4) **DIVISION** - Abbreviations are acceptable: GS, Ed, CS, SS, & E&T.
- 5) **DATE** - The date that work is performed.
- 6) **DUTY/DUTIES ASSIGNED** - Use the job title that the volunteer is performing. If the volunteer is moving from one task to another, please ask them to sign out for one before starting the next task. This keeps track of the tasks performed and will be useful in staffing studies to determine the actual time that is needed to accomplish various programs and tasks at each worksite for planning purposes.
- 7) **START** - Time that the volunteer begins to work.
- 8) **STOP** - Time that the volunteer ends work.

NOTE: If a volunteer is working over a 4-hour shift, they need to be given a lunch break. They need to sign in and out if this is the case.

- 9) **HOURS WORKED** - The hours worked on that line.
- 10) **TOTAL THIS MONTH** - A total of all the hours worked.
- 11) **VOLUNTEER SIGNATURE** - The volunteer needs to sign this form on the last day worked for the month.

- 12) **DATE** - The date that the volunteer signs the form.
- 13) **SUPERVISOR SIGNATURE** - The employee responsible for supervising that volunteer's work. The employee should have checked the form for accuracy and completion before authorizing the hours worked by signing the form.
- 14) **DATE** - The date the form is signed by the supervisor.

ALL TIME SHEETS ARE DUE AT THE END OF EACH MONTH. TIME SHEETS ARE COLLECTED AND FORWARDED TO THE VOLUNTEER SERVICES OFFICE ON THE FIRST OF THE MONTH. TIME SHEETS ARE KEPT ON FILE AS A PUBLIC RECORD.

Name: _____ Month: _____
Site/Program: _____ Division: _____

[illegible]

Supervisor Signature: _____ Date: _____

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INSTRUCTIONS VOLUNTEER GROUP TIME SHEET

Step-by-step instructions on the filling out of the Volunteer Group Time Sheet in order to minimize errors and provide the information needed for Worker's Compensation and/or other program requirements.

- 1) **GROUP NAME** - Print or type the volunteer group's name
- 2) **DATE** - the date of the project. Numerals and abbreviations are acceptable (6/14/95 or June 14,95). Please make legible.
- 3) **SITE/PROGRAM** - Use the worksite name: name of Senior Center, Family Services Center, etc. Also use the program name if the group is assigned to a specific program within the worksite {i.e. Sky Harbor Family Service Center (SHFSC) - Family Self-Sufficiency program.}
- 4) **DIVISION** - Abbreviations are acceptable: GS, Ed, CS, SS, & E&T.
- 5) **NAME** - Each volunteer needs to sign in and out for the day's activity(ies). Names should be legible - either attach a roster (provided by the group representative) or make sure names are printed.
- 6) **DUTY/DUTIES ASSIGNED** - If the entire group is performing one activity (example: painting), write in the activity and use "ditto" marks or a line down the page for everyone.

If the group is split amongst different activities (example: painting, constructing bookshelves), either use separate sign sheets for each activity or write in the activity for each volunteer.

- 7) **START** - Time that the volunteer begins to work.
- 8) **STOP** - Time that the volunteer ends work.

NOTE: If a volunteer is working over a 4-hour shift, they need to be given a lunch break. They need to sign in and out if this is the case.

- 9) **TOTAL THIS PAGE** - A total of all the hours worked.
- 10) **GROUP REPRESENTATIVE SIGNATURE** - The designated group leader or representative. Example: the Scout Leader or church group leader.

- 11) **DATE** - The date that the representative signs the form.
- 12) **SUPERVISOR SIGNATURE** - The employee responsible for supervising that group's work. The employee should have checked the form for accuracy and completion before authorizing the hours worked by signing the form.
- 13) **DATE** - The date the form is signed by the supervisor.

GROUP TIME SHEETS ARE DUE AT THE END OF EACH MONTH with other volunteer time reports.

TIME SHEETS ARE COLLECTED AND FORWARDED TO THE VOLUNTEER SERVICES OFFICE ON THE FIRST OF THE MONTH.

TIME SHEETS ARE KEPT ON FILE AS A PUBLIC RECORD.

volgroup.int

CITY OF PHOENIX
HUMAN SERVICES DEPARTMENT
VOLUNTEER GROUP TIME SHEET

GROUP NAME: _____ DATE: _____

SITE/PROGRAM: _____ DIVISION: _____
(please print or write legibly)

[illegible]

Total this page: _____

Group Representative: _____ Date: _____

Staff Signature: _____ Date: _____

VOLUNTEER POSITIONS REQUIRING THE USE OF A PRIVATE OR CITY VEHICLE

HUMAN SERVICES DEPARTMENT PROCEDURES

PURPOSE: To insure that any volunteers operating a private or city vehicle as part of their volunteer work comply with PD#96.

- 1) Volunteer position description filed in Volunteer Services Office.
- 2) Position Description reviewed and returned to supervisor.
- 3) Applications taken for volunteer position - including BACKGROUND DATA FORM that contains: full name, date of birth, insurance information, and Arizona Driver's License number.
- 4) Application and Background Data Form sent to Volunteer Services Office (Personnel section - Human Services Department) for driving record check.
- 5) Driving record reviewed and information sent to Volunteer Services Office.
- 6) Volunteer Services Office notifies supervisor of potential volunteer's acceptable/unacceptable driving record.
- 7) If acceptable, supervisor may place volunteer in driving position.
- OR -
If unacceptable, supervisor may only interview volunteer for placement into non-driving volunteer positions.
- 8) Volunteer goes to work. At end of month, time sheet is sent to the Volunteer Services Office for processing.

drive.int

BACKGROUND DATA FOR VOLUNTEERS ASSIGNED TO DRIVING POSITIONS

NAME (First, middle initial, last) Please print

SOCIAL SECURITY NUMBER:

DATE OF BIRTH:

DRIVER LICENSE NUMBER:

STATE OF ISSUE:

EXPIRATION DATE:

AUTO INSURANCE COMPANY:

POLICY NUMBER:

I understand that this information is required to volunteer in a position that requires the use of a personal or City of Phoenix vehicle. I have been given a copy of PD Letter #96, "Driver Qualification Policy," and these procedures have been explained to me. I understand the requirement to maintain an acceptable driving record. I also understand that this information will be used to verify the criminal record information that I have disclosed on the volunteer application.

Signature:

Date:

11/94

SAMPLE FORMS



VOLUNTEER APPLICATION

CITY OF PHOENIX
PARKS, RECREATION AND LIBRARY
DEPARTMENT

FOR OFFICE USE ONLY

Date interviewed: _____ By: _____

Initial Start Date: _____

Placement: _____

Could not place, referred to: _____

Fingerprint Required: Yes No

Date resigned: _____

Volunteers are **IMPORTANT** to the success of programs and to the City of Phoenix. Your decision to volunteer is much appreciated! Please complete this application and submit it to any parks and recreation office, center or library. Due to the nature of many of the volunteer positions (working with youths and specially challenged individuals), the Department makes significant efforts to screen volunteers for the safety of the participants and other volunteers. The information provided will be used to evaluate the volunteer's experience and background history. Some sensitive placements may require a formal background check.

INSTRUCTIONS: Write legibly. Fill in all spaces. Be accurate and complete.

LAST NAME	FIRST NAME	MIDDLE NAME
ADDRESS: _____ APT. #: _____ CITY: _____ ZIP: _____		
HOME PHONE: _____	WORK PHONE: _____	EMERGENCY CONTACT/PHONE _____
DATE OF BIRTH: _____	SOCIAL SECURITY NUMBER: _____	

Volunteer Program Area of Interest - please check

- | | | |
|--|---|---|
| <input type="checkbox"/> Youth Coaching | <input type="checkbox"/> Mountain Parks | <input type="checkbox"/> Library |
| <input type="checkbox"/> Teen Volunteer Program | <input type="checkbox"/> Senior Center Work | <input type="checkbox"/> Instruction |
| <input type="checkbox"/> Special Populations | <input type="checkbox"/> Clerical / Office | <input type="checkbox"/> Aquatics |
| <input type="checkbox"/> Tutoring | <input type="checkbox"/> Archaeology/Museum | <input type="checkbox"/> Special Events |
| <input type="checkbox"/> General - Community Centers | <input type="checkbox"/> Park Based Program | <input type="checkbox"/> Undecided |
| <input type="checkbox"/> Other, specify: _____ | <input type="checkbox"/> School Based After School or Summer Programs | |

Are there any special needs / conditions which should be taken into consideration in arranging your volunteer assignments?

Please list your special skills, interests, or hobbies that would help in your volunteer placement

Why do you want to volunteer?

EDUCATION: (CIRCLE HIGHEST GRADE COMPLETED)

GRADE SCHOOL 6 7 8 HIGH SCHOOL 9 10 11 12 OR GED COLLEGE 1 2 3 4 BEYOND

Briefly describe any previous volunteer or work experience which would relate to the Volunteer Program Area of Interest you noted on page 1. Indicate ages of participants you worked with directly.

Have you volunteered at any other agency in the past two years? Yes ____ No ____ . If yes, please provide agency name, address, contact person, and phone number.

Is there a geographical area of the City within which you would prefer to work? (Please check areas of interest):

☐ Northwest ☐ East ☐ West ☐ Central ☐ Northeast ☐ South ☐ Awatukee Area

If you have a work specific location preference, please indicate: _____

Availability: Place a check in the box(es) and specify times available or time restrictions (ex. not before 10:00 am)

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday / Sunday
Morning						
Afternoon						
Evening						

1-3 months _____ During School Year _____ Year Round _____ Season _____ Special Projects _____

Do you have your own transportation? Yes ____ No ____

Please list two personal references

Name: _____ Phone _____ Relationship _____

Name: _____ Phone _____ Relationship _____

If currently or previously employed, please give name of most recent employer:

Name _____ Business _____ Dates of Employment _____

Your job _____ Phone _____

Address _____

Have you lived in Maricopa County for the past 2 years? Yes ___ No ___ If no, please give prior address

Have you ever been convicted of or paid a fine for an offense other than traffic violations or juvenile offenses?
Yes ___ No _____. If yes, give details (dates, charges, dispositions, etc.) If you are volunteering to work
with youth, please also list any arrests for crimes against children, indecent exposure, or other similar offenses.

****Answering yes to any of the above question does not automatically exclude consideration. Relevance to
assignment will be considered. However, not identifying this information would prevent your selection, or cause
termination of your volunteer service.**

**I certify that all information contained herein is true to the best of my knowledge. I consent to having a
background history check, which may include fingerprinting. I understand that all omissions or
misstatements may result in termination of my volunteer work. I will keep the Parks, Recreation and
Library Department advised of changes in my address or phone numbers.**

Applicant Signature _____ Date _____

Print Name _____

If under age 18, give name or parent or guardian: _____ Phone _____

**THANKS FOR JOINING THE RANKS OF OVER 20,000 FELLOW VOLUNTEERS
SUPPORTING THE CITY OF PHOENIX
PARKS, RECREATION AND LIBRARY DEPARTMENT**

APPLICANT BACKGROUND SCREENING SHEET

Interviewer: _____ Date: _____

1) Name: _____

2) SS#: _____ D.O.B.: _____

3) Have you ever worked for/interviewed with the Phx P.D.: _____

When: _____ Capacity: _____ Disposition: _____

PERSONAL INFORMATION

4) Current Residence: _____ City: _____ State: _____

5) Home Phone: _____ Work Phone: _____ Other: _____

EMPLOYMENT HISTORY

6) Current Employer: _____ Job Title: _____

7) Date of Last Review: _____ Length of Time Employed: _____

8) Job Duties: _____

EDUCATION HISTORY

9) High School Attended: _____ Date Graduated: _____

10) College Attended: _____ Degree/Hours: _____

FINANCIAL HISTORY

11) Any Past or Present Bankruptcies: _____ Discharged: _____ Year: _____

12) Any Repossessions: _____ Year: _____ Explanation: _____

13) Any Past or Present Delinquent Accounts: _____ Explain: _____

DRIVING HISTORY

14) Do you have a current valid Driver's License? _____ Copy for file: _____

15) Number of citations in your lifetime: _____ Violations: _____

16) Any DUI's/Reckless/Drag Racing/Unlawful Flight: _____

- 17) Has your license ever been revoked or suspended: _____ Why: _____
- 18) Ever involved in an accident? _____ How many total? _____ Number at fault: _____
- 19) Ever left the scene w/o reporting it? _____ Explain: _____

NARCOTIC HISTORY

- 20) Ever used a narcotic w/o a doctor's prescription or any illegal drugs (for example, but not limited to: MJ, Cocaine, LSD, PCP, Steroids, Uppers, Downers)? _____

- 21) Ever bought, sold, or transported any illegal drug or narcotic? _____
Specify: _____
- 22) How many alcoholic beverages do you consume in a month? _____
- 23) Have you ever been arrested? _____ Year: _____ Charge: _____
Disp: _____
- 24) Have you ever been charged with a crime? _____ Year: _____ Charge: _____
Disp: _____
- 25) Have you ever been questioned by any agency as a suspect for anything? _____
Explain: _____
- 26) Have you ever committed a crime you were not caught at? _____
Explain: _____
- 27) Did you ever do anything wrong in your life you were not caught at? _____
Explain: _____
- 28) Have you ever stolen anything from anywhere? _____
- 29) Have you ever stolen from any employer? _____
- 30) Do you have a concern over an issue we have not covered? _____
Explain: _____

INVESTIGATOR'S COMMENTS

**PHOENIX POLICE DEPARTMENT
CITIZENS OFFERING POLICE SUPPORT
STAFF EVALUATION OF VOLUNTEER**

Volunteer's Name: _____ Date: _____

Evaluated by: _____ Evaluation Period: _____

Assignments during this period: _____

EVALUATION SCALE:

10	9 8	7 6 5	4 3 2 1
Excellent	Very Good	Satisfactory	Unsatisfactory

Reports for assignments as scheduled	_____
If unable to report, calls supervisor promptly	_____
Relates well to staff, citizens, and other volunteers	_____
Performs assignments effectively	_____
Displays courtesy, tact, and patience	_____
Applies knowledge and techniques as learned	_____
Understands objectives and assignments	_____
Executes procedures accurately	_____
Asks questions when in doubt	_____
Approaches assignments with seriousness	_____
Exhibits interest and enthusiasm	_____
Understands role and value of volunteer participation	_____
Accepts supervision in a positive fashion	_____
Attempts to learn from every experience	_____
Enjoys volunteer work	_____
Expresses opinions and disagreements in mature manner	_____

Please attach any additional comments:

Evaluator Signature

Volunteer Signature

Date signed

Date signed

**PHOENIX POLICE DEPARTMENT
CITIZENS OFFERING POLICE SUPPORT
PROGRAM EVALUATION**

Volunteer Name: _____ Date: _____

Check appropriate evaluation: 3 Month _____ Annual _____

Please circle the answer that best describes your situation.

1. To what extent do you understand what you are supposed to do and what your duties are?

 A. Poor understanding
 B. Fair understanding
 C. Clear understanding

2. Do you find the work assigned to you interesting and challenging?

 A. Rarely
 B. Sometimes
 C. Often

3. Do you find the work assigned to you satisfying?

 A. Rarely
 B. Sometimes
 C. Often

4. How do you feel about the workload expected by your supervisor?

 A. I would like more work to do
 B. The amount of work expected is reasonable
 C. The amount of work expected is somewhat too much
 D. The amount of work expected is far too much.

5. When you need help on a difficult problem, how likely are you to receive the help you need? I get:

 A. Very little help
 B. Fairly good help
 C. All the help I need

6. When you are given new duties and responsibilities, how well are they explained?

 A. Not satisfactorily explained
 B. Partially explained
 C. Adequately explained
 D. Well explained

7. Are you free to offer ideas and suggestions for new or improved ways of doing things?

- A. Rarely
- B. Sometimes
- C. Often

8. Please rate the following on a scale of 0 to 5, using the following key:

- 0 = Nonexistent
- 1 = Exists, but poor
- 2 = Fair
- 3 = Average
- 4 = Good
- 5 = Excellent

Staff/volunteer interaction	0	1	2	3	4	5
Value of your services to the department	0	1	2	3	4	5
Attention to your frustrations	0	1	2	3	4	5

9. What do you like most about your assignment? _____

10. Please tell us if there is any way that we can improve the COPS program _____

Thank you for your evaluation and participation in the COPS program

**PHOENIX POLICE DEPARTMENT
CITIZENS OFFERING POLICE SUPPORT
EXIT INTERVIEW**

DATE: _____

In the interest of program development, we ask your assistance in helping us to define ways in which we can improve the COPS Program.

1. How long did you volunteer with us? _____

2. Did your position provide you with a feeling of accomplishment?

Yes _____ No _____ Explain: _____

3. Did the department adequately prepare you for the duties of your position?

Yes _____ No _____ Explain: _____

4. Did you feel a part of a team?

Yes _____ No _____ Explain: _____

5. Do you feel your contribution was valued by the Police Department?

Yes _____ No _____ Explain: _____

6. Were your expectations of what you would like to be doing met?

Yes _____ No _____ Explain: _____

7. Why are you leaving? (Check all that apply)

- ☐ Job accomplished
- ☐ Didn't like the job I was given
- ☐ Moving to a new location
- ☐ Didn't feel well utilized
- ☐ Need a change
- ☐ Other time commitments
- ☐ Other _____

8. Do you see areas or ways in which the COPS program could be improved?

Yes _____ No _____ Explain: _____

9. Do you feel the supervision given was effective?

Yes _____ No _____ Explain: _____

10. Overall, how would you rate your experience as a COPS volunteer?

Below Average			Average				Above Average		
1	2	3	4	5	6	7	8	9	10

ADDITIONAL COMMENTS: _____

Signature (optional): _____ Date: _____

AUTHORIZATION

I have applied for a position with the City of Phoenix Police Department, Phoenix, Arizona. I fully understand the sensitive nature of this position and I recognize the necessity for a thorough investigation into my background.

In view of this need, I hereby expressly authorize any individual, company or institution to supply the Phoenix Police Department any information concerning my personal or job history.

I further authorize the Phoenix Police Department to release any information concerning my personal or job history to any governmental agency.

It is also agreed that I hereby expressly waive any claim or right of action against any party as a result of the release of any personal or job history information.

Social Security Number

Signed

Date

Witness

POLYGRAPH EXAMINATION

Day _____

Date _____

Time _____

Applicant _____

Suggestions:

1. Get a good nights rest.
2. Eat breakfast or lunch before coming in, as the test could last three hours or more.
3. Come in clean, but do not wear perfume or cologne, as the polygraph lab is small.
4. Wear comfortable clothing. Have a shirt or blouse of thin material, as a blood pressure cuff is placed on the arm.
5. Obtain a parking permit from Police Employment Services Bureau personnel and park in the designated area.
6. If you have a cold or are suffering with severe allergies, contact your background investigator for rescheduling.

Tests are given at 620 West Washington at the Employment Services Bureau, Room 141.

jg

poly/examform



City of Phoenix

To: Professional Standards Bureau

From: Police Employment Services Bureau

Subject: BACKGROUND INFORMATION CHECK

Date:

The below listed individual has made application with the Department for the position of _____. Please conduct an Internal Affairs check and forward to Detective _____, Police Employment Services Bureau (262-6925).

Name: _____ Race/Sex: _____

D.O.B.: _____ SSN: _____

Address: _____

☐ No history

☐ See narrative

Checked by: _____ Serial #: _____

slm

esb1/psbform



City of Phoenix

To: Records & Identification Bureau Supervisor

Date:

From: Detective Tony Marks #4344
Police Employment Services Bureau

Subject: RECORDS CHECK

The below listed person is seeking employment with the Department.
Please conduct the indicated records checks on:

NAME: _____ DOB: _____

SSN: _____ PHYSICAL DESCRIPTION: _____

ADDRESS: _____

	VEHICLE REGISTRATION
	DRIVER'S LICENSE
	PACE
	LEJIS
	A.C.C.H.
	I.I.I.
	D.O.C.
	ACIC/NCIC
	WATER BILLING
	CITATIONS
	O.B.Q.I.
	PAWNSHOP
	OUTSIDE AGENCY CHECKS
	INFO GIVEN TO: _____ SEARCHED BY: _____ RETURN DATE: _____

February 11, 1994

ksv
rqstsrch



City of Phoenix

To: Administrative Sergeant
Organized Crime Bureau

Date:

From: Police Employment Services Bureau

Subject: BACKGROUND INFORMATION

The below listed individual has made application with the Department for the position of _____. Please conduct a background search* and forward to Detective _____, Police Employment Services Bureau.

NAME: _____

RACE: _____

DOB: _____

SSN: _____

ADDRESS: _____

SEX: _____

Results: OK _____ SEE ATTACHED INFO. _____

CHECKED BY: DETECTIVE _____

SERIAL # _____

*NLETS, CAPRI, ACIC/NCIC have already been queried.

CONFIDENTIAL INFORMATION AGREEMENT FORM

A thorough investigation will be conducted to determine your qualifications for employment with the Phoenix Police Department. To a great extent, your employment will depend on information obtained in confidential interviews with persons with whom you have been associated and other confidential sources of information. Therefore, such information shall remain confidential, and the Phoenix Police Department cannot reveal the reason of rejection for those applicants who are not accepted.

If the reasons for your non-acceptance are of a temporary nature whereby you could be accepted at a later date, you will be so notified.

I _____ hereby waive any and all claims of confidentiality against anyone who may have knowledge of my fitness for employment with the Phoenix Police Department.

For and in consideration of the Phoenix Police Department's acceptance and processing of my application for employment I _____ agree to hold the City of Phoenix, its agents and employees harmless from any and all claims and liability associated with my application for employment or in any way connected with the decision whether or not to employ me with the Phoenix Police Department. I understand that should information of a serious criminal nature surface as a result of this investigation; such information may be turned over to the proper authorities.

Signature of Applicant

Date:

Witnessed by

____ Volunteer
____ Student Intern

For: _____, 19____
(month)

**PHOENIX POLICE DEPARTMENT
MONTHLY WORK RECAP**

Name _____ SS# _____ D.O.B. _____
Bureau/Precinct _____ ID# _____ Phone _____

DATE	MAJOR TASK(S) PERFORMED	START	STOP	TOTAL HRS.

TOTAL TIME THIS MONTH: _____

VOLUNTEER/INTERN SIGNATURE: _____ DATE: _____

SUPERVISOR'S SIGNATURE: _____ DATE: _____

Please return this form at the end of the month to:

**VOLUNTEER COORDINATOR
620 W. WASHINGTON
PESB/ROOM #141**

esb1/volmnthr

VOLUNTEER MILEAGE RECORD

For: _____, 19____

Please use this form to record the miles you drive to and from your volunteer assignment for the Phoenix Police Department. The Volunteer Coordinator will keep your monthly mileage records and, at the end of the calendar year, provide you with a mileage recap that can then be used for a deduction on your Federal income tax return.

[illegible]

TOTAL MILES THIS MONTH: _____

**PHOENIX POLICE DEPARTMENT
CIVILIAN PERSONNEL CHECKLIST**

Applicant: _____ Serial # _____
Date of Birth: _____ SSN: _____ Date Hired: _____
Job Title: _____ Bureau Assigned: _____
Affirmative Action: _____ Race _____ Sex _____ Written Test Score _____
Questionnaire review by: Detective _____ Reject File _____
Prescreening Interview Date: _____ Background Interview Date: _____
Polygraph Date: _____ Final File Review Date _____
Sergeant _____ Bureau Commander _____

DOCUMENT CHECKLIST

<input type="checkbox"/> Medical History Form	<input type="checkbox"/> R.I.B. (Records & Ident. Bureau)
<input type="checkbox"/> Birth Cert. or Naturalization Rec.	<input type="checkbox"/> I.S.U. (Infor. Svce Unit)
<input type="checkbox"/> High School Diploma or G.E.D.	<input type="checkbox"/> O.C.B. (Organized Crime Bureau)
<input type="checkbox"/> College Degree/Transcripts	<input type="checkbox"/> P.S.B. (Professional Standards Bureau)
<input type="checkbox"/> Military Discharge DD-214	<input type="checkbox"/> Confidential Information Agreement
<input type="checkbox"/> I.N.S./Soc. Sec. Card/Driv. Lic.	<input type="checkbox"/> Authorization Form
<input type="checkbox"/> Auto Insurance Policy	<input type="checkbox"/> Copies of ref. & job ver. letters
<input type="checkbox"/> Marriage Cert/Divorce Decree	<input type="checkbox"/> Fingerprints & Inventory Sheet
<input type="checkbox"/> Bankruptcy Absolution	<input type="checkbox"/> Consent to Polygraph Agreement

EMPLOYMENT RECORD

PERSONAL REFERENCES

FINAL COMMENTS:





City of Phoenix

POLICE DEPARTMENT
EMPLOYMENT SERVICES BUREAU

ADDRESSEE

AUTHORIZATION

I authorize any Individual, Company, or Institution with whom I have been associated to supply the Phoenix Police Department any information concerning my personal history, I release the Company, Institution, and all Individuals furnishing information from all liability.

Social Security No. _____ Signed _____

_____ has applied for the position of _____
_____ with the Phoenix Police Department and submitted your name
as a former employer from _____ to _____

Please complete the following questionnaire and return it at your earliest convenience so that we may determine the applicant's suitability for this position.

Please be assured that all information furnished will be kept **STRICTLY CONFIDENTIAL**.

Sincerely,
DENNIS A. GARRETT
Police Chief

William C. Louis

LT. WILLIAM C. LOUIS
Bureau Commander
Police Employment Services Bureau

QUESTIONNAIRE

Period employed to	Position	Salary
Reason for terminating employment		
Would you consider subject for re-employment? If not, why?		

(over)

(PLACE AN X IN THE BOX WHICH MOST NEARLY APPLIED TO THE APPLICANT)

	EXCEL.	GOOD	POOR	UNK.		EXCEL.	GOOD	POOR	UNK.
HONESTY					EMOTIONAL STABILITY				
DEPENDABILITY					PERSONAL HABITS				
WORK HABITS					ABILITY TO EXPRESS IDEAS IN WRITING				
HEALTH (sick leave record)					ABILITY TO EXPRESS IDEAS VERBALLY				

Please furnish any additional information you feel may have a bearing on this applicant's employment status with the Phoenix Police Department.

SIGNATURE: _____

TITLE: _____

FIRM: _____

DATE: _____



City of Phoenix

POLICE DEPARTMENT
EMPLOYMENT SERVICES BUREAU

ADDRESSEE

_____ has applied for the position of _____
with the Phoenix Police Department and has referred us to you as a personal reference.

This Department would greatly appreciate hearing from you regarding this applicant's qualifications as a Police Department employee.

Please complete this form and return it at your earliest convenience so that we may determine the applicant's suitability for this position.

Please be assured that all information furnished will be kept **STRICTLY CONFIDENTIAL**. Your cooperation in this matter will be greatly appreciated.

Sincerely,
DENNIS A. GARRETT
Police Chief

William C. Louis

LT. WILLIAM C. LOUIS
Bureau Commander
Police Employment Services Bureau

REFERENCE QUESTIONNAIRE

Address of applicant _____ City _____ State _____

Are you related to the applicant? _____ If yes, how? _____

How long have you known the applicant? _____

Is the applicant employed? _____ Where? _____

To your knowledge, does the applicant abuse alcohol or drugs? _____. If so, to what extent and on what basis do you have this knowledge? _____

In your opinion, is there reason to believe that the applicant possesses the physical, mental and emotional abilities required for a position of trust with the Phoenix Police Department? _____. If not, Why? _____

Do you believe this applicant is the type of person you could rely upon to make the correct decision regarding a serious incident in which you were personally involved? _____ If not, Why? _____

Comments: _____

Signature _____ Age _____



RECRUITMENT OPPORTUNITIES

Citizens Offering Police Support

CITY OF PHOENIX POLICE DEPARTMENT

DENNIS A. GARRETT, POLICE CHIEF

CITIZENS OFFERING POLICE SUPPORT

The Phoenix Police Department is presently expanding opportunities for qualified citizens to become involved in exciting volunteer jobs. Volunteers are an important part of our whole community. Not only do they save taxpayer's money, but volunteering benefits them personally in the following ways.

- 1) Job references.
- 2) Learn new job skills.
- 3) Maintain present job skills.
- 4) Experience comradery.
- 5) Change of pace from regular job.
- 6) Networking.

AVAILABLE VOLUNTEER OPPORTUNITIES

Special Events Photographer
Investigator's Information Assistant
Crime Analyst
Community Relations Assistant
Radio Information Operator's Assistant
Information Desk Assistant
Property Crime Victim Liaison
Assault Detail Victim Liaison
Alarm Section Clerk
Data Entry
Precinct Aide Assistant
Motorist Assistance Program
Community Action Program Assistant

SELECTION PROCESS

Becoming a volunteer with the Phoenix Police Department is a step-by-step process. All applicants will complete a background questionnaire, an interview with a Police Background Investigator, and have a polygraph examination.

**INTERESTED APPLICANTS SHOULD CONTACT
POLICE EMPLOYMENT SERVICES BUREAU
AT 262-4083 FOR FURTHER INFORMATION.**

C.O.P.S. ARE LOOKING FOR YOU

VOLUNTEER INTEREST SURVEY

Name _____

Date _____

What I like to do:	Most of the time	A Little	Not at all
Typing			
Public Relations			
Answering telephone/ Recept.			
Art Work			
Writing			
Taking Responsibility			
Speaking to Groups			
Meeting New People			
Working with Children			
Keeping Records			
Selling/Contacting People			
Making Decisions			
Presiding at Meetings			
Driving a Car			
Photography			
Layout/Design			
Compiling Statistics			
Data Entry/Computer			
Map Work			
Research			
Publications			
Performing Mechanical Duties			



City of Phoenix
POLICE DEPARTMENT

CITIZENS OFFERING POLICE SUPPORT

Winner of the
Carl Bertelsmann
Prize for



Dear Volunteer Applicant:

Thank you for your interest in volunteering with the Phoenix Police Department. With volunteers, we enhance our services and have given citizens an opportunity to use their skills and talents in helping others.

Enclosed is a background application and a Confidential Information Agreement form. Please fill them out completely including names, addresses (and zip codes), telephone numbers, and dates.

When completed, call Officer Tony Marks at 262-4083 to make an appointment to review the application. Please reserve two hours to review the application and have fingerprints taken.

Don't forget to call before returning the application!

Sincerely,

DENNIS A. GARRETT
Police Chief

William C. Louis, Lieutenant
Police Employment Services Bureau Commander

llj
voluntrs\appltr



VOLUNTEER APPLICATION

**Citizens
Offering
Police
Support**

AUTHORIZATION FOR RELEASE OF INFORMATION

This questionnaire will be used for reference by those who will be considering you for the volunteer program, Citizens Offering Police Support (COPS).

All of the information given in this application is true to the best of my knowledge and belief. I consent to being fingerprinted for the purpose of a criminal background check. I understand that the results of this investigation are a determining factor in being accepted as a COPS volunteer. I authorize the COPS Volunteer Coordinator to make inquiries of any person, school or employer referenced in this application. I hereby release anyone who provides such information from all liability for any damage which may arise.

Signature of Applicant _____

Date _____

FOLLOW DIRECTIONS CAREFULLY

1. Complete in ink. Print legibly.
2. Make certain that each question is answered COMPLETELY and ACCURATELY. If additional space is needed, write on back of page or use a supplemental sheet.
3. Read each question carefully.
4. Do not leave a question blank. If it does not apply to you, write DNA. (Does Not Apply)

PERSONAL DATA

Last Name		First Name		Middle	Home Phone	Business Phone	
Current Address		Street & Number		City	State	Zip Code	
Age	Height	Weight	Hair	Eyes	Date of Birth	Place of Birth	
Social Security Number			List any other names you have ever used. (Include dates used)				
Starting with your present address, list all your addresses for the past five years.							
Dates From To		Street Address			City	State	

REFERENCES

List three (3) references (Not relatives or former employees) who are responsible adults, and who have known you well during the past 5 years.

Name		Home Address	Phone No.
How long known?	Occupation	City	State
		Zip	

Name		Home Address	Phone No.
How long known?	Occupation	City	State
		Zip	

Name		Home Address	Phone No.
How long known?	Occupation	City	State
		Zip	

EDUCATION

Do you have (check one) G.E.D. () High School Diploma ()	Name of School: Address: City, State
Colleges Attended: Name: Address: City, State:	Years Completed Degree?

LANGUAGE SKILLS

Indicate any foreign language you speak, read and/or write fluently.

Language:	Speak: ___ Well ___ Fair	Read: ___ Well ___ Fair	
	Write: ___ Well ___ Fair		

Language:	Speak: ___ Well ___ Fair	Read: ___ Well ___ Fair	
	Write: ___ Well ___ Fair		

OTHER SKILLS

List other skills or special training you have, such as public speaking, teaching, writing, art media, business or volunteer administration, or organization, etc. Please be as specific as possible and include details relating to formal training (such as schools or courses).

EMPLOYMENT HISTORY

Beginning with your present, or most recent employer, list all the places you have worked in the past 5 years. Keep in proper sequence.

Month and Year		Name, Address & Phone of Employer	Job Description
From	To		
		Supervisor:	Reason for Leaving:
		Supervisor:	Reason for Leaving:
		Supervisor:	Reason for Leaving:

ARREST HISTORY	
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100	

Answering "yes" to any of these questions does not automatically exclude you from this program.

Have you ever been arrested, charged or detained for any offense, or alleged violation of any statute, ordinance, law or regulation by any civil or military authority, OTHER THAN TRAFFIC, either in this country or any other country? Yes No

If yes, describe below (include detentions as a juvenile or minor)

Date	Charge	City-County-State	Disposition	Police Agency or Military

Have you ever been convicted of any crime other than traffic? Yes No
If yes, explain (Use reverse side if needed)

If yes, explain (Use reverse side if needed):

DRIVING HISTORY

A. List all driver's or chauffer's licenses you hold now. Indicate if you have ever had your license revoked or suspended.

STATE	TYPE OF LICENSE	EXPIRATION DATE	LICENSE #	REVOKED OR SUSPENDED

B. Have you ever been to a driver improvement school?
() Yes () No

WHEN?

WHERE?

C. List all driving citations or summons you have received as an adult or juvenile, beginning with the most recent.

MONTH/YEAR	CHARGE	CITY OR STATE	DISPOSITION

D. Do you have public liability and property damage insurance on vehicles owned by you?

() Yes

() No

MILITARY RECORD

Branch of Service:

Date Entered:

Date Separated:

Honorable Discharge:

() Yes () No

If "NO", give type of separation.

IMPORTANT

Please provide the following original documents/items that apply when returning your application:
(Copies will be made by Employment Services Bureau and returned to you.)

- BIRTH CERTIFICATE
- DD-214, MILITARY DISCHARGE
- MARRIAGE LICENSE
- PROOF OF AUTO INSURANCE
- SOCIAL SECURITY CARD
- DRIVER'S LICENSE
- TWO (2" x 2") COLOR PHOTOGRAPHS, ie., VENDING MACHINE, etc.

DRUG HISTORY

Have you ever, during your entire lifetime, used, tried, experimented, or in any way ingested into your body:
 Note: Answering "yes" to any of these questions does not automatically exclude you from this program.

	No	Yes	Date first Used	Date last Used	Appx. # of Times Used	Avg. frequency of Use
1. Marijuana						
2. Hashish/Hash oil						
3. Cocaine						
4. Barbiturates or other "downers"						
5. Amphetamines (crosstaps, whites, bennies, uppers)						
6. Methamphetamine(speed/crank)						
7. Crack-Ice-Glass						
8. LSD or other hallucinogen (including mushrooms)						
9. PCP (angel dust/sherm)						
10. Heroin						
11. Steroids						
12. Used a pharmaceutical drug prescribed for another person						
13. Name <u>any</u> other illegal drug, narcotic or controlled substance not listed above that you have ingested:						
14. Have you or anyone else ever injected an illegal drug into your body?						
15. Have you ever injected an illegal drug into anyone else's body?						
16. Have you ever sold any illegal drug? If so, what drug?						
17. Have you ever purchased any drug, narcotic or controlled substance other than legitimate purposes?						
18. Have you ever participated in the manufacture, cultivation, or production of any drug, narcotic or controlled substance?						
19. Have you ever acted as a middleman, go-between, or "done a favor for a friend" by becoming involved in an illegal drug transaction?						
20. Have you ever acted as a courier by transporting any drug, narcotic or controlled substance for other than legitimate purposes?						
21. Have you ever told anyone else where to purchase drugs?						
22. Have you ever "held" or temporarily stored any drug, narcotic or controlled substance for yourself or anyone else?						
23. Are any illegal drugs presently in your home, car, or on your person?						
24. Have you ever used any homemade drug or combination of illegal homemade drugs?						
25. Do you drink alcoholic beverages? How often?						

Volunteers In Policing

Tempe Police Department

COORDINATOR'S CHECKLIST FOR VOLUNTEER PLACEMENT

Volunteer Name _____ Assignment _____

Supervisor's Name _____ Start Date _____

Date Activity

_____ Application Completed

_____ References Checked

_____ Background Check completed

_____ Screening Interview held

_____ Fingerprinted

_____ Polygraph Exam completed (if applicable)

_____ Supervisor Interview conducted

_____ Approval received

_____ I.D. issued

_____ Parking Permit issued (No. _____)

_____ Volunteer Checklist issued

_____ Work Agreement completed

_____ Handbook issued/Orientation conducted

_____ Chief's welcome letter mailed

_____ Added to mailing list

_____ Birthday noted on calendar

Evaluations: 3 Mos. _____

Annual _____

_____ Termination Date _____

_____ I.D. turned in

_____ Removed from mail list _____

_____ Removed from B-D list

_____ Parking Permit returned _____

_____ Exit Interview Done

Volunteer Coordinator's signature _____

Volunteers In Policing

Tempe Police Department

WORK AGREEMENT FORM

_____ agrees to give _____ hours every _____ as

a _____
(job description)

I understand that I will be considered a staff member, and will be expected to assume the responsibilities as listed in my job description. I also understand that I will:

1. Be punctual and reliable.
2. Notify my supervisor as soon as possible if delayed or unable to keep my schedule.
3. Keep all client data confidential. (Names and addresses of victims and/or persons investigated are not to be discussed outside the police department. To do so is a felony and would constitute reason for prosecution and dismissal from the program.)
4. Ask the staff when I have any questions.
5. Make suggestions.
6. Take no enforcement action, but will call a sworn officer.

In return, the Tempe Police Department agrees to:

1. Provide volunteer with an orientation course as well as adequate job training.
2. Provide adequate space, working conditions and privileges given to the paid staff.
3. Review volunteer performance on a regular basis, keep account of volunteer hours, and provide a letter of recommendation when requested.

Volunteer's Signature: _____ Date: _____

V.I.P. Coordinator: _____ Date: _____

Volunteers In Policing

Tempe Police Department
P.O. Box 5002
Tempe, AZ 85280

Tempe Police Department

VOLUNTEER ORIENTATION CHECKLIST

Please complete this form and return to your volunteer. Your volunteer should turn it in to the V.I.P. Coordinator.

Name of volunteer _____ Date: _____

Division: _____ Supervisor _____

INSTRUCTIONS: As you introduce your volunteer to the work area and job responsibilities, please check off the appropriate line.

Work Area

- _____ Place for personal belongings/desk
- _____ Method of obtaining supplies
- _____ Tour of immediate area including restrooms, employee lounge, etc.

Work Conditions

- _____ Introduce to staff
- _____ Agree on work schedule
- _____ Explain time cards
- _____ Explain telephone techniques
- _____ Provide reference materials
- _____ Review job responsibilities
- _____ Provide or schedule necessary training
- _____ Designate person to refer to for assistance
- _____ Designate person to notify in case of volunteer absence (phone #)
- _____ Designate back-up supervisor in the event of your absence

VOLUNTEER ORIENTATION

Orientation is generic information about the agency and the volunteer program. It should include the following information:

History and mission of the agency

Description of programs and services

Description of the volunteer program

Introduction of appropriate staff

Introduction of volunteer manual on policies/procedures

Orientation to the facility: restrooms, parking, phones, building/office layout, etc.

Outline of volunteer benefits

Dates/location of training

Time card and/or sign in/out procedures

Procedures to follow in case of emergency

Progress review system

Who/how to notify in case of absence/illness

Opportunities to transfer from one department to another

Additional training opportunities

Image of agency/department

Opportunities for personal/skill/career development

Thank you for volunteering

PROVOL 1993

VOLUNTEER MANUAL

Each agency's manual will be unique; however, here are some ideas for what could be included:

History of the agency

Goals of agency/volunteer program

Organizational chart

Board list

Samples of forms (time cards, evaluations, etc.)

Termination procedures

Dress code

Progress review process

Letter of welcome from Volunteer Director and/or Executive Director
(or other appropriate person)

Policies and procedures

Information regarding client confidentiality

Agency brochure

Parking--location and permits required

Calendar of events

Important telephone numbers

Procedures for notification in case of illness/absence

PROVOL 1993

OPEN-END QUESTIONS FOR INTERVIEWS

DO ASK:

1. Tell me about your previous volunteer assignments. What did you enjoy the most? What did you enjoy the least?

2. What kind of people do you work best with as co-workers? What types of people would you find it difficult to work with as co-workers?

3. What would you consider to be the ideal volunteer job for you? What kinds of things would you be doing?

4. What are your long-range goals?

5. Tell me about your family.

DO USE:

Tell me more about that.

What else?

Please continue.

What more could you add?

THE RULE OF THUMB IS:

Try to avoid questions that could be answered with a "yes" or "no" or a few short words.

DON'T ASK:

Did you like being a volunteer before? Was there anything you didn't like?

Do you work well with others? Are you a good team player?

Do you want to work with us? Are you sure you know what you're getting yourself into?

Do you have any long-range goals? Do you think volunteering can give you satisfaction?

Are you married? Do you have kids?

DON'T USE:

"Anything else?"

"O.K."

"Is that it?"

THE VOLUNTEER PAYCHECK = RECOGNITION

1. Smile
2. Treat to coffee/soda/lunch
3. Send a birthday card
4. Arrange for discounts
5. Give service stripes/pins
6. Maintain a coffee bar
7. Plan annual ceremonial occasions
8. Invite to staff meeting
9. Accommodate personal needs/problems
10. Be pleasant
11. Shake hands
12. Provide a baby sitter
13. Give informal "coketail" parties
14. Say "Good Morning"
15. Greet by name
16. Help develop self-confidence
17. Award plaques/certificates/pins
18. Motivate agency administration to verbally acknowledge
19. Give additional responsibility
20. Honor their preferences
21. Commend to supervisor
22. Publish commendations
23. Put name in newsletter
24. Put picture on bulletin board
25. Send a valentine
26. Recommend to prospective employer
27. Provide additional training/send to outside workshops
28. Offer advocacy roles
29. Offer opportunity to train new volunteers
30. Plan occasional extravaganzas
31. Have a Volunteer of the Month
32. Send letter of appreciation to employer
33. Send copy of commendation to employer
34. Nominate for awards
35. Write thank you notes
36. Have a picnic
37. Provide thank you notes for supervisors to send
38. Plan staff/volunteer social events
39. Offer promotional opportunities
40. Say "Thank you"

Examples of Recognition

Formal

Service Pins

3 month	5 yr.
500 hr.	10 yr.
1000 hr.	20 yr.
5000 hr.	

Certificates

Appreciation
Recognition
Distinguished Service

Events

Breakfast
Lunch
Dinner
Awards Banquet
Honor Ceremonies
Receptions with city and /or elected officials

Nomination for Outside Recognition---both local and national, public and private
Recognize at City Council meeting
Request Mayor's Proclamation for outstanding work etc.
Honor Board in City Hall
Gifts---T-shirts, Mugs, other logo mementos etc.

Informal

Birthday Cards
Anniversary Cards
Place a call where you do not ask for anything
Take to meetings
Take to lunch, etc.
Include in staff functions and events
Thank you notes
Office recognition
Newsletters or citywide publications
Photo displays in public areas
Use real volunteers in photo shoots, brochures, videos, news articles, TV coverage, etc.

Examples of Fund Raising

The Great Human Race-pledge walk
Corporate Funding
Corporate Donation of equipment
Sales - Logo items such as Tshirts, Coffee Cups, Etc.
Grants
Corporate Sponsors and Corporate Partnerships
Workshops and Presentations
Publications
City/County general fund Budget

VOLUNTEER WAIVER

In consideration of being allowed to participate in the National Disaster Medical System (NDMS) Drill on May 19, 1994; I hereby, for myself, my heirs, executors, administrators and assigns, release, waive, and forever discharge any and all legal rights and claims that may accrue to me as a result of my participation in, or traveling to or from, this disaster drill.

I specifically release and discharge the City of Phoenix, Arizona and the Air Force Air National Guard, and any instructors, sponsors, cooperating agencies and hospitals, and/or promoters whose facilities are being used for this disaster drill from all injuries or damages arising from or contributed to, by any physical impairment or defect I may have, whether latent or patent.

I attest and verify that I am physically fit and capable of participating in this disaster drill and have sufficient training and knowledge that the same constitutes a waiver of my legal rights and also the assumption by me of all risks arising out of this disaster drill.

Date: _____ Signature: _____

Printed Name: _____

TO BE ANSWERED IF THE APPLICANT IS UNDER EIGHTEEN (18) YEARS OF AGE.

I, the parent, legal guardian or custodian of the minor signing above, do hereby assent to the above waiver and agree to be bound to the terms stated above.

Date: _____ Signature: _____

Printed Name: _____

City of Phoenix
VOLUNTEER EVENT/ACTIVITY
WAIVER AND RELEASE

In consideration of my (or my child) being allowed to participate in the below named activity or event, I hereby, for myself, my heirs, executors, administrators, and assigns do hereby release, waive, and/or forever discharge any and all rights, claims, and causes of action for damages that may be suffered by me as a result of my preparation for and/or participation in the below named activity or event.

I recognize and voluntarily accept all risks associated with my (or my child's) participation in the event, no matter how remote or unlikely. I realize that my (or my child's) activity or injuries may well include serious bodily injury, catastrophic spinal injury (including partial or total paralysis), permanent impairment, brain damage, and even death. I recognize that these injuries may be sustained by me (or my child) from falling, tripping, being pushed, running, striking, or being struck by a spectator, another participant, a vehicle, equipment used in the event, and the like.

As a adult, I take full responsibility for my (or my child's) participation in this event and for the level at which I (or my child) choose to participate. I have (or my child has) no impairment, physical or mental, that should preclude my (or my child) participating in this event at the level I choose. I am (or my child is) physically fit and capable of participating in this event at the level I choose. I (or my child) have the requisite degree of skill, training, experience, or ability to participate in this event at the level I choose. I understand that I can remove myself (or my child) from participating in this event at any time I that I choose to do so.

I do not expect the City of Phoenix (a municipal corporation), its agents, volunteers, officers, or employees, to coach, manage, instruct, or train me (or my child) for this event. I recognize that it is my (or my child's) personal responsibility to learn, prepare, understand, and obey the rules for this activity or event.

The undersigned expressly agrees that the foregoing Waiver and Release of all claims is intended to be as broad and inclusive as is permitted by the laws of Arizona and that if any portion thereof is held invalid, it is agreed that the balance shall, not withstanding, continue in full legal force and effect.

LEGAL GUARDIAN MUST SIGN FOR PARTICIPANTS UNDER THE AGE OF EIGHTEEN (18) YEARS.

The undersigned has carefully read and voluntarily signs this hold-harmless Waiver and Release of all claims and fully understands its contents and meaning as a full waiver and release of all claims, liability and indemnity for the City of Phoenix, a municipal corporation, its agents, volunteers, officers, or employees.

Program Event: _____ Date(s) Held: _____

Department/Function: _____ Location: _____

Print/Type Name of Participant, and
Legal Guardian, if under 18 years

Addresses of Participant/Guardian

Signature of Participant or Guardian

Date

Home Phone

Emergency Phone

Print/Type Relationship to participant

AGE

Date of Birth

Print/Type Name of Witness

Address of Witness

Signature of Witness

Date:

_____ **Date:** _____

LOCATION C.O.P.S. SUPERVISOR

It probably comes as no surprise to you that the size of the volunteer program within the department has grown faster than our ability to keep in proper touch with it.

We're taking steps to improve communications and program support. As an initial step, it is necessary to evaluate current status. We are soliciting input, not only from the individual volunteers, but equally important, from the location supervisors and work directors. You can help with an assessment of the current program by completing and returning the enclosed questionnaire.

We plan expansion, but not until we can feel that we have a proper handle on its current scope. We realize that if the existing situation is unsatisfactory you won't want more of it. Your candid appraisal and feedback is essential. If you utilize other personnel to oversee the work of your volunteers, you may want to collaborate with them in preparing your response. Be assured all comments will be received in strict confidence.

As soon as the returns are compiled, the coordinator staff will be in touch with you to give the survey results and address your specific needs.

Thanks for your continued support!

Detective Tony Marks
Volunteer Coordinator

PHOENIX POLICE DEPARTMENT
C.O.P.S.
C.O.P.S. SUPERVISOR'S PROGRAM EVALUATION

FROM _____

BUR/PRECINCT _____ DATE _____

1. Number of volunteers currently being utilized: _____

2. Is the volunteer contribution meaningful/helpful? ☐ YES ☐ NO

If no, why not: _____

3. Do your volunteers possess higher qualifications than the job requires?

☐ YES ☐ NO (Explain) _____

4. Barring "restricted" jobs, could you use more volunteers? ☐ YES ☐ NO

Do you want more? ☐ YES ☐ NO

In what assignment(s)? _____

How many more volunteers could you use? _____

5. Are there restrictions limiting use of volunteers? (i.e., policy, space, equipment, training capacity, ability to oversee, etc.) ☐ YES ☐ NO

(Explain) _____

6. Do co-workers/staff appreciate the volunteer assistance? ☐ YES ☐ NO

(Explain) _____

7. Do your volunteers have a sense of "belonging"? ☐ YES ☐ NO

(Explain) _____

8. Do you feel that the assignments measure up to the volunteer expectations?

☐ YES ☐ NO (Explain) _____

9. Are your expectations of the program generally being met? ☐ YES ☐ NO
(Explain) _____

10. Is the help received from volunteers (quantity, quality) worth your time and effort? ☐ YES ☐ NO (Explain) _____

11. Can the coordinator staff be of more assistance to you? ☐ YES ☐ NO
(Explain) _____

12. Can you list specific program shortcomings

13. Can you suggest how the current program could be improved or expanded?

14. In your opinion should the program be..... ☐ Canceled ☐ Left As Is

☐ Improved ☐ Expanded

PHOENIX POLICE DEPARTMENT

C.O.P.S.

name

DATE:

address

Dear (Name)

As the number of C.O.P.S. volunteers has grown, our ability to maintain contact with you has not kept pace. We realize that this is in need of correction and are taking steps to strengthen our staff so we can be more attentive to your needs.

As a first step, it is important that we evaluate your personal situation; your needs, desires, level of satisfaction. You can help us accomplish this by completing and returning the enclosed questionnaire.

Please be frank with your answers and comments. If you will be more comfortable remaining anonymous we will understand, but rest assured your reply will be completely confidential. Should you be experiencing any problems, having your name will enable us to address them with you directly; however, this is your choice.

Thanks for taking a few minutes to assist us in this effort.

Sincerely,

Detective Tony Marks
Volunteer Coordinator

PHOENIX POLICE DEPARTMENT
C.O.P.S.

VOLUNTEER EVALUATION OF PROGRAM

DATE _____ VOLUNTEER NAME _____ ID# _____

ASSIGNMENT _____ BUR/PREC _____

**ON A SCALE OF 0 TO 3, RATE YOUR LEVEL OF SATISFACTION AND
PROVIDE EXPLANATION/COMMENT AS REQUIRED. 3= FULLY,
2=MOSTLY, 1=PARTIALLY, 0= NONE**

1. Personal sense of accomplishment.

Explain: _____

2. Training/preparation for duties of assignment:

Explain: _____

3. Accommodation, equipment, materials provided:

Explain: _____

4. Supervision/work direction received:

Explain: _____

5. Co-worker acceptance, feeling of "belonging":

6. Assignment compared to your program expectations:

Explain: _____

7. Your sense of being valued by the department:

Explain: _____

8. Utilization of your talents:

Explain: _____

9. Your overall experience with the C.O.P.S. program:

Explain: _____

Can you suggest ways in which the program could be improved? _____

Additional comments: _____

(PLEASE RETURN TO C.O.P.S COORDINATOR IN ENVELOPE PROVIDED)

VOLUNTEER COORDINATION SURVEY

Date: _____

Department: _____

Program: _____

Do you have a volunteer coordinator?

Y

N

Is this person:

Paid full time?

Paid part time?

Volunteer full time?

Volunteer part time?

If part time; how many hours each week on an average is spent on the volunteer program?

Merit system job title: _____

Working job title: _____

Salary range: _____

Job duties/responsibilities: _____

How many total volunteers in your program? _____

How many total hours are contributed annually? _____

How many volunteers are on-going (come in on a regular schedule)? _____

How many volunteers are special projects? _____

How many volunteers are one time or event volunteers? _____

How many volunteers do you directly supervise? _____

How many are assigned to supervisors in your department? _____

What is your annual budget for the volunteer program? _____

How many staff members do you have to work full or part time on the volunteer program?

What are their job titles? _____

How many hours each do they work on the volunteer program? _____

How many volunteers or interns do you use for staff support? _____

Who performs the following functions (volunteer coordinator, volunteer staff, other department staff, other)?

Recruitment: _____

Writes volunteer position descriptions: _____

Processes applications: _____

Screens applications: _____

Sets up interviews: _____

Background checks: _____

Polygraph exams: _____

Interview potential volunteers: _____

Selecting volunteers: _____

Places volunteers in assignment: _____

Supervise volunteers: _____

Maintain records and files on volunteers: _____

Volunteer training and orientation: _____

Newsletter: _____

Evaluate volunteers: _____

Volunteer recognition: _____

Network with outside agencies: _____

Special events: _____

Public information events: _____

Outside presentations: _____

Outside training: _____

Staff training: _____

Prepare volunteer handbook: _____

Prepare staff handbook: _____

Prepare rules and regulations: _____

Prepare reports: _____

Develop and organize fund-raisers: _____

Solicit donations and contributions: _____

Program evaluations: _____

Brochures: _____

Site visit inspections: _____

prepares PSA's, media releases, etc.: _____

Other general administrative duties: _____

Specify other specific duties to program: _____

CITY OF PHOENIX
Inventory of Volunteer Projects

AVIATION

- o Airport Auxiliary (retired Flight Attendants)
- o Various Special Projects

CITY MANAGER'S OFFICE

- o Education Partners Program
- o Emergency Preparedness/Disaster Program Assistance
- o The Phoenix Arts Commission
 - o Business Volunteers for the Arts
- o Public Information Office
 - o The Phoenix Channel Eleven
 - o Special Projects in P.I.O.
- o Community Relations and Multicultural Affairs
 - o MLK Week events
 - o Cultural Heritage events
- o Municipal Volunteer Program (MVP)
 - o Support for Disaster drills
 - o Volunteers for special projects
 - o Liaison with Corporate sector
 - o Citywide Coordination

BUDGET AND RESEARCH

- o Research Assistance

CITY PROSECUTOR'S OFFICE

- o Victim-Witness Services Program

ENGINEERING AND ARCHITECTURE SERVICES

- o Special Projects

EQUAL OPPORTUNITY

- o Youth Town Hall
- o Youth Government Day

FIRE

- o Fire Cadet Program
- o Volunteers for Fire and Life Safety Program
- o Parking Administration (Handicap parking)
- o Crisis Assistance Mobile Unit
- o Fire Buffs--Auxiliary
- o Child Care Facility Inspection Program
- o Community Specialist Neighborhood Projects

HUMAN SERVICES

- o Head Start
- o Phoenix Recycles Bicycles
- o Senior Centers and services
- o Food distribution
- o STEP-UP Program & mentoring project
- o Senior Companion Program (National Community Service Funded for Low-income Seniors)
- o Business Partners Program---Phoenix Works!
- o Community & Family Centers

INFORMATION TECHNOLOGY

- o Programmer Assistance & special projects

MAYOR'S OFFICE

- o Boards and Commissions

- o Sister Cities/Trade & Protocol Office
 - o Events
 - o Host families and translators
 - o Guides and drivers

NEIGHBORHOOD SERVICES

- o Neighborhood FightBack
- o Graffiti Busters
- o Neighborhood Clean-up
- o Tool Loan Program
- o Neighborhood Notification

PERSONNEL

- o Tutoring adults in basic skills
- o City Store (Logo items for sale)

PARKS, RECREATION AND LIBRARY

- o Phoenix Reading Corps
- o Parks
 - o Adopt A Park Program
- o Library
- o Recreation Programs
- o Special Populations
- o Heritage Square
- o Community and Multigeneration Centers
- o Pueblo Grande Museum
- o Shemer Arts Center
- o Mountain Preserves
 - o Adopt- A-Trail Program
 - o Preserve Watch
- o Special Events
- o Youth Sports
- o Teen Volunteers

POLICE

- o C.O.P.S. (Citizens Offering Police Support)
- o Police Reserves
- o Block Watch
 - o Volunteer Block Watch Presenters (Central City Precinct)
- o Explorer Scout Post
- o Law Enforcement Ministries

PUBLIC WORKS

- o Household Hazardous Waste Collection
- o HALT- Help Attack Littering & Trash
- o Phoenix Clean and Beautiful Projects

STREET TRANSPORTATION

- o Adopt-A-Street

WATER SERVICES

- o Various Special Projects, landscaping, clean-ups, etc.

ALL DEPARTMENTS AND FUNCTIONS

- o General Office and Clerical
- o Special Projects

VOLUNTEER PROGRAMS AND POSITIONS

Phoenix Police Department---Citizens Offering Police Support (C.O.P.S.)

Actors for Silent Witness And training skits	Mechanic--Auto, Plane, Helicopter
Bag Piper for Honor Guard	Missing Persons Liaisons
Block Watch Observers	Motorist Assistant
C.P.A. for money laundering and related crimes	Museum Curators
Computer Programmer	Newsletter Editor
Crime Lab Assistant	Pawn Shop Detail
Crime and victim profile	Photo Lab Assistant
Crime Analyst	Police Chaplain
Customer satisfaction surveys	Precinct Police Aide Assistant
Data Entry Operator	Program presenters and assistants
Dog trainer and decoy	Property Custodian Assistant
Equip. transfers and maint., car wash, fuel, etc.	Public Information Officer Assistant
Evidence Tech Assistant/Apprentice	Receptionist
Family Liaison Program	Salvage Metal Analyst
File Clerk	Secretary
Fingerprint Clerks	Special Events Photographer
Fraud Examiner	Staff recruitment booths
Graphic Design Artist	Suspect and M.O. profiles
Information Assistant for Dispatcher	Translators
Librarian	
Police Reserves Program	Police Explorer Post #
Law Enforcement Ministries---Police Chaplains	Block Watch Program

Volunteers In Policing Tempe Police Department Volunteer Positions

Alarm Coordinator Assistant	Mounted Patrol Assistant
Beat Distribution Clerk	Neighborhood Watch Assistant
Beat Office Assistant	Newsletter Editor (Neighborhood Watch)
Beat 24 Assistant	Newsletter Editor (VIP) & Assistant
Bureau Assistant	Pawn Detail Assistant
C.A.T. Assistant	Pawn Detail Clerk
Crime Prevention Clerical Assistant	Rangemaster/Armory Assistant
Decoy/K-9	Records Assistant
Fingerprint Technician	Safety City Instructor
File Clerk/Homicide	Sexual Assault Prevention Assistant
File Clerk/patrol	Special Investigations Assistant
Gang/Warrant Detail Admin. Assistant	Special Project Assistant
Graffiti Removal Crew Leader & Assistant	Substation Receptionist
I.D. Assistant	Supply Manager--main or substation
Interns	Tour Guides
Investigative Assistant/Bad Checks	Traffic Bureau Assistant
Juvenile Unit Project Manager	Traffic Clerk
Librarian	V.I.P. Secretary
Lobby Clerk	V.I. P. Timekeeper
Motorist Service Aide	Victim Assistance Volunteer
Motorist Service Equipment Manager	Victim Information Calltaker
Motorist Service Records Manager	Youth Troupe Advisor
Motorist Service Team Leader	Youth Troupe Member

City of Phoenix
Definition of Volunteer

DEFINITION

" 'Volunteer' means a person who performs services for a nonprofit corporation or nonprofit organization, hospital or governmental entity without compensation other than reimbursement of actual expenses incurred. The term includes a volunteer who serves as a director, officer, trustee or direct service volunteer." (ARS Title 12, Chapter 7, Article 2, Section 12-981.)

DISCUSSION

In an attempt to arrive at an acceptable definition of volunteer, the basic definition will be that used in S.B. 1055, which amended Arizona Revised Statutes, as cited above, with appropriate modifications or clarifications for City purposes.

Two distinctions need to be made in reporting volunteers and volunteer hours. First, all volunteers making contributions to the City of Phoenix are considered in the overall definition of volunteer. Their time and effort is counted. However, for Workers' Compensation purposes, only certain volunteer activities are counted. The following clarifications are made to distinguish these two reporting categories.

For WORKERS' COMPENSATION Reporting Purposes, Volunteers include:

- o All on-going or episodic department/program volunteers in direct service, office, clerical, events, or specialized professional services. Includes all current volunteers in existing department programs such as Human Services, Police, Fire, Parks, Recreation and Library, Law-Prosecutor, Public Works, Aviation, . The Reading Corps, Mayor and City council and City Manager's Offices, Water Equal Opportunity, Emergency Management Services, etc.
- o Citizen (non-employee) members of Panels and Task Forces, committees, etc.
- o Police Reserves
- o Fire Cadets
- o Block Watch and Neighborhood Fightback programs, **ONLY** when under direct supervision & direction of Police or other city staff
- o City Sponsored special events **ONLY** when volunteers are supervised or under direction of city staff
- o Auxiliary, guild, or similar support groups providing a direct support service to a department/program (i.e., Friends of the Library, Pueblo Grande Guides, Heritage Square, Rosson House, Parks Foundation, Fire Buffs, etc.) which is identifiable/inseparable from the city program
- o Interns, except City of Phoenix Management Intern Program (which are city-paid positions). This includes all interns paid by another agency, receiving school/class credit or a stipend from a grant or agency as long as they are not covered by another agency's Worker's Compensation Program.
- o Police Explorer Scout Post members, when performing community service activities. Does not include regular meetings or routine Post functions.
- o Community Work Experience Program (CWEP) participants in the Department of Economic Security (DES) JOBS program.
- o Board and Commission members when performing special functions such as

festivals, special events, etc. This does not include routine duties such as meetings, or anything that might be considered "political activities" under the city's Administrative Regulations.

- o Other, as specified by the MVP Director in conjunction with the Personnel Safety Section.

For GENERAL VOLUNTEER PROGRAM reporting purposes, (including monthly reports, budget, City Manager's or other information reports), Volunteers include:

- o ALL VOLUNTEERS REPORTED for Workers' Compensation purposes ABOVE, PLUS
- o Board & Commission members including subcommittees, etc. (charter provides for service without compensation)
- o Volunteer activities reported to city departments/programs as a part of a city contract, delegate agency agreement, federal grant, or similar instrument (i.e., Head Start programs, HHS grants, STEP-UP, CPOP, etc.) in which the city is the grantee or identified provider of service
- o Volunteer activities performed under city auspices for city departments by outside or organized groups (i.e., Aviation tours provided by retired airline attendants, and similar services and programs when working on their own, not under the direct supervision or direction of city staff, neighborhood councils or associations, etc.)
- o Court-ordered community service placements assigned to city programs
- o Students/schools performing community service for club, classroom or graduation requirements.
- o Placements from other volunteer programs which directly provide volunteer benefits in or to a City program/service (i.e., R.S.V.P. volunteers, etc.)
- o Sister Cities -- Translators, drivers, and guides who accompany foreign visitors on local city tours and official visits and to meetings; either in personal or rented vehicles.
- o Sister Cities Commission Events, other than regular meetings or committee and subcommittee meetings.
- o Anyone, fitting the definition of volunteer, but covered by another agency's worker's compensation program.
- o Other, not meeting exceptions or inclusions above, as determined by the MVP Director in conjunction with the Personnel Safety Section.

QUESTIONS/NEED CLARIFICATION OR NEGOTIATIONS ON ONE TO ONE BASIS

- o Sister Cities -- Host homes. People who volunteer to host foreign visitors for Sister Cities events.
- o Volunteers performing their volunteer work out of their homes.

NOT COUNTED/COVERED

- o Sister Cities foreign events and tours, out of the city, state or country.

RESOURCE LIST

Association for Volunteer Administration (AVA)
P.O. Box 4584
Boulder CO 80306
USA
(303) 541-0238

National Council of Non-Profit Associations
1001 Connecticut Avenue NW Suite 900
Washington D.C. 20036
USA
(202) 833-5740

The Grantsmanship Center
1031 South Grand Avenue
Los Angeles CA 90015
USA
(213) 482-9860

The Points of Light Foundation
P.O. Box 66534
Washington D.C. 20035
USA
(202) 223-9186

Volunteer Administration in Law Enforcement (VALE)
c/o PROVOL
3106 S. Extension Rd.
Mesa AZ 85210
USA
(602) 756-0415

Ms. Susan Ellis, President
Energize, Inc.
5450 Wissahickon Avenue
Philadelphia PA 19144-5221
USA
1-800-395- 9800 (215) 438-8342
FAX (215) 438-0434

Mr. Peter Lane
National Association of Counties
Volunteerism Project
440 First Street N.W.
Washington D.C. 20001-2080
USA
(202) 942-4288
FAX (202) 737-0480

DOVIA (Directors of Volunteers in Agencies)
c/o Dr. Ivan Scheier
VOLUNTAS
Star Route 46
Madrid NM 87010
USA
(505) 453-7711

National Center for Non-Profit Associations
2000 L Street NW Suite 510
Washington D.C. 20036
USA
(202) 452-6262

The Independent Sector
1828 L Street NW
Washington D.C. 20036
USA
(202) 223-8100

University of Colorado at Boulder
Volunteer Management Program
Office of Conference Services
Campus Box 454
Boulder CO 80309-0454
USA
(303) 492-5151

Mr. & Ms. Jim and Judy Bottorf
PROVOL
3106 S. Extension Rd.
Mesa AZ 85210
USA
(602) 756-0415

Mr. Mike King, Vice President
United Way of Metropolitan Dallas
2504 Seeding Lane
Dallas TX 75287
USA
(214) 975-7429

Ms. Marilyn MacKenzie
Partners Plus
9030 Leslie Street Suite 220
Richmond Hill Ontario L4B 1G2
Canada
(905) 886-8585

Ms. Violet Malone, Ph.D.
Dept. of Educ. Admin. and Foundation-Woodring College of
Education
Western Washington University
Bellingham WA
USA

Ms. Arlene K. Schindler, Ph.D.
10606 W. Wheatridge Drive
Sun City AZ 85373-1910
USA
(602) 974-5489
FAX 876-1177

Ms. Betty Stallings
1717 Courtney Avenue
Pleasanton CA 94588
USA
(510) 426-8335

Ms. Marlene Wilson
Volunteer Management Associates
320 S. Cedar Brook
Boulder CO 80302
USA
(303) 447-0558

Ms. Elaine Yarbrough Ph.D.
Yarbrough and Associates
1113 Spruce Street
Boulder CO 80302
USA
(303) 449-7107
FAX (303) 938-5005