



# **Compassionate Action for Animals**

*Creating respect and justice for animals in our world.*

## **Compassionate Action for Animals Volunteer Program Policies**

### **1.1 Overall Policy on Use of Volunteers**

The achievement of Compassionate Action for Animals' goals is best served by the active participation of citizens of the local community. To this end, the organization accepts and encourages the involvement of volunteers at all levels of the organization and within all appropriate programs and activities. All staff and board of directors members are encouraged to assist in the creation of meaningful and productive roles in which volunteers might serve and to assist in recruitment of volunteers from the community.

### **1.2 Purpose of Volunteer Policies**

The purpose of these policies is to provide overall guidance and direction to staff and volunteers engaged in volunteer involvement and management efforts. These policies are intended for internal management guidance only, and do not constitute, either implicitly or explicitly, a binding contractual or personnel agreement. The organization reserves the exclusive right to change any of these policies at any time and to expect adherence to the changed policy. Changes to or exceptions from these policies may only be granted by the Board of Directors, and must be obtained in advance and in writing. Areas not specifically covered by these policies shall be determined by the Board of Directors.

### **1.3 Scope of Volunteer Policies**

Unless specifically stated, these policies apply to all non-elected volunteers in all programs and projects undertaken on or on behalf of the organization, and to all departments and sites of operation of the organization.

### **1.4 Role of the Director of Volunteer Programs**

The productive use of volunteers requires a planned and organized effort. The function of the Director of Volunteer Programs is to provide a central coordinating point for effective volunteer management within the organization, and to direct and assist staff and volunteer efforts to jointly provide more productive services. The department shall also bear responsibility for maintaining liaison with other volunteer-using programs in the community and assisting in community-wide efforts to recognize and promote volunteering. The Director of Volunteer Programs shall bear primary responsibility for planning for effective volunteer utilization, for assisting staff in identifying productive and creative volunteer roles, for recruiting suitable volunteers, and for tracking and evaluating the contribution of volunteers to the organization.

### **1.5 Definition of 'Volunteer'**

A 'volunteer' is anyone who without compensation or expectation of compensation beyond reimbursement performs a task at the direction of and on behalf of the organization. A 'volunteer' must be officially accepted and enrolled by the organization prior to performance of the task. Unless specifically stated, volunteers shall not be considered as 'employees' of the organization.

### **1.6 Special Case Volunteers**

The organization also accepts as volunteers those participating in student community service activities, student intern projects, corporate volunteer programs, and other volunteer referral programs. In each of these cases, however, a special agreement must be in effect with the organization, school, or program from whom the special case volunteers originate and must identify responsibility for management and care of the volunteers.

### **1.9 Service at the Discretion of the Organization**

The organization accepts the service of all volunteers with the understanding that such service is at the sole discretion of the organization. Volunteers agree that the organization may at any time, for whatever reason, decide to terminate the volunteer's relationship with the organization.

The volunteer may at any time, for whatever reason, decide to sever the volunteer's relationship with the organization. Notice of such a decision should be communicated as soon as possible to the volunteer's supervisor.

### **1.10 Volunteer Rights and Responsibilities**

Volunteers are viewed as a valuable resource to this organization, its staff, and its mission. Volunteers shall be extended the right to be given meaningful assignments, the right to be treated as equal co-workers, the right to effective supervision, the right to full involvement and participation, and the right to recognition for work done.

In return, volunteers shall agree to actively perform their duties to the best of their abilities and to remain loyal to the goals and procedures of the organization.

### **1.11 Scope of Volunteer Involvement**

Volunteers may be used in all programs and activities of the organization, and serve at all levels of skill and decision-making. Volunteers shall indicate their interests and desired area of participation within the organization and the organization shall commit its best effort to place the volunteer in his/her requested area of involvement.

## **Volunteer Management Procedures**

### **2.1 Maintenance of Records**

A system of records will be maintained on each volunteer with the organization, including dates of service, biographical and contact information, positions held, duties performed, evaluation of work, and awards received. Volunteers and appropriate staff shall be responsible for updating all appropriate records and information to the volunteer management database in a timely and accurate fashion.

Volunteer personnel records shall be accorded the same confidentiality as staff personnel records.

### **2.2 Two Hat Policy**

Members of the organization's board of directors are accepted as direct service volunteers with the organization.

### **2.3 Conflict of Interest**

No person who has a conflict of interest with any activity or program of the organization, whether personal, philosophical, or financial shall be accepted or serve as a volunteer with the organization.

### **2.4 Representation of the Organization**

Prior to any action or statement which might significantly affect or obligate the organization, volunteers should seek prior

consultation and approval from appropriate staff. These actions may include, but are not limited to, public statements to the press, coalition or lobbying efforts with other organizations, or any agreements involving contractual or other financial obligations. Volunteers are authorized to act as representatives of the organization as specifically indicated within their job descriptions and only to the extent of such written specifications.

## **2.5 Confidentiality**

Volunteers are responsible for maintaining the confidentiality of all proprietary or privileged information to which they are exposed while serving as a volunteer, whether this information involves a single staff, volunteer, or other person or involves overall organization business.

Failure to maintain confidentiality may result in termination of the volunteer's relationship with the organization or other corrective action.

## **2.6 Office**

An office exists for the use of the volunteer. This contains necessary facilities, equipment, and space to enable a volunteer to effectively and comfortably perform his/her duties.

## **2.7 Dress Code**

As representatives of the organization, volunteers, like staff, are responsible for dressing appropriately for professional meetings or public advocacy/events; office dress code is casual.

# **Volunteer Recruitment and Selection**

## **3.1 Position Descriptions**

Volunteer staff, just as paid staff, require a clear, complete, and current description of the duties and responsibilities of the position which they are expected to fill. Prior to any volunteer assignment or recruitment effort, a position description must be developed for each volunteer position. This position will be given to each accepted volunteer and used in subsequent management and evaluation efforts. Position descriptions should be reviewed and updated at least every two years, or whenever the work involved in the position changes substantially.

All position descriptions shall include a description of the purpose and duties of the position, a designated supervisor, a time frame for the performance of the job, and a listing of job qualifications.

## **3.2 Recruitment**

Volunteers shall be recruited by the organization on a proactive basis, with the intent of broadening and expanding the volunteer involvement of the community. Volunteers shall be recruited without regard to gender, handicap, age, race, religion, sexual orientation, political beliefs, or any other condition. The sole qualification for volunteer recruitment shall be suitability to perform a task on behalf of the organization. Volunteers may be recruited through either an interest in specific functions or through a general interest in volunteering which will later be matched with a specific function.

## **3.3 Interviewing**

Prior to being assigned or appointed to a regular position, volunteers will be interviewed or surveyed to ascertain their suitability for and interest in that position. The interview or survey will be in the form of an orientation meeting and should determine the qualifications of the volunteer, their commitment to fulfill the requirements of the position, and should answer any questions that the volunteer might have about the position. Interviews or surveys may be conducted either in person or by other means.

### **3.4 Placement**

In placing a volunteer in a position, attention shall be paid to the interests and capabilities of the volunteer and to the requirements of the volunteer position. No placement shall be made unless the requirements of both the volunteer and the supervising staff can be met: no volunteer should be assigned to a 'make-work' position and no position should be given to an unqualified or uninterested volunteer.

### **3.5 Staff**

Final assignment of a potential volunteer should not take place without review and approval of appropriate staff or supervisor with whom the volunteer will be working.

### **3.6 Acceptance and Appointment**

Service as a volunteer with the organization shall begin with an official notice of acceptance or appointment to a volunteer position. Notice may only be given by an authorized representative of the organization, who will normally be the Director of Volunteer Programs. No volunteer shall begin performance of any position until they have been officially accepted for that position and have completed all necessary screening and paperwork. At the time of final acceptance, each volunteer shall complete all necessary enrollment paperwork and shall receive information on their position and agreement of service with the organization.

An exception to this is for an individual that volunteers for a "one-time" task, e.g. staffing an event or conducting outreach once. If this individual will volunteer with the organization more than this, they should go through the standard process.

### **3.7 Probationary Period**

All volunteer placements shall initially be done on a trial period of 30 days. At the end of this period a second interview of the volunteer shall be conducted, at which point either the volunteer or organization staff may request a re-assignment of the volunteer to a different position or may determine the unsuitability of the volunteer for a position within the organization.

### **3.8 Re-Assignment**

Volunteers who are at any time re-assigned to a new position shall be interviewed for that position and shall receive all appropriate orientation and training for that position before they begin work. In addition, any screening procedures appropriate for that specific position must be completed, even if the volunteer has already been working with the organization.

### **3.9 Professional Services**

Volunteers shall not perform professional services for which certification or licensing is required unless currently certified or licensed to do so. A copy of such certificate or license should be provided to the organization.

# **Volunteer Training and Development**

## **4.1 Orientation**

All volunteers will receive a general orientation on the nature and purpose of the organization, the nature and operation of the program or activity for which they are recruited, and on the purposes and requirements of the position which they are accepting in that effort.

## **4.2 On-the-Job Training**

Volunteers will receive specific on-the-job training to provide them with the information and skills necessary to perform their volunteer assignment. The timing and methods for delivery of such training should be appropriate to the complexity and demands of the position and the capabilities of the volunteer.

## **4.3 Staff Involvement in Orientation and Training**

Staff members with responsible over delivery of services should have an active role in the design and delivery of both orientation and training of volunteers. Those staff who will be in a supervisory capacity to volunteers shall have primary responsibility for design and delivery of on-the-job training to volunteers assigned to them.

## **4.4 Volunteer Involvement in Orientation and Training**

Experienced volunteers should be included in the design and delivery of volunteer orientation and training.

## **4.5 Conference Attendance**

Volunteers are authorized to attend conferences and meetings which are relevant to their volunteer assignments, including both those of the organization and of other organization. Prior approval from the volunteer's supervisor should be obtained before attending any conference or meeting if reimbursement of expenses is sought.

# **Volunteer Supervision and Evaluation**

## **5.1 Requirement of a Supervisor**

Each volunteer who is accepted to a position with the organization must have a clearly identified supervisor who is responsible for direct management of that volunteer. This supervisor shall be responsible for day-to-day management and guidance of the work of the volunteer, and shall be available to the volunteer for consultation and assistance.

## **5.2 Volunteers as Volunteer Supervisors**

A volunteer may act as a supervisor of other volunteers, provided that the supervising volunteer is under the direct supervision of a paid staff member.

## **5.3 Volunteer/Staff Relationships**

Volunteers and staff are considered to be partners in implementing the mission and programs of the organization, with each having an equal but complementary role to play. It is essential for the proper operation of this relationship that each partner understand and respect the needs and abilities of the other.

## **5.4 Acceptance of Volunteers by Staff**

Since individual staff are in a better position to determine the requirements of their work and their own abilities, no volunteer will be assigned to work with a staff person without the consent of that staff person. Since volunteers are considered a valuable resource in performing the organization's work, staff are encouraged to seriously consider creative ways in which volunteers might be of service and to consult with the Director of Volunteer Programs if they feel in need of assistance or additional training.

### **5.5 Staff Volunteer Management Training**

An orientation on working with volunteers will be provided to all staff. In-service training on effective volunteer use will be provided to those staff who are highly involved in volunteer management.

### **5.6 Volunteer Involvement in Staff Evaluation**

Examination of their effective utilization of volunteers may be a component in the evaluation of staff persons who are assigned to work with volunteers. In such cases, supervisors should ask for the input and participation of volunteers in evaluating staff performance.

### **5.7 Staff Involvement in Volunteer Evaluation**

Affected staff should be involved in all evaluation and work assignments of volunteers with whom they are connected.

### **5.8 Lines of Communication**

Volunteers are entitled to all necessary information pertinent to the performance of their work assignments.

Accordingly, volunteers should be included in and have access to all appropriate memos, materials, and meetings relevant to the work assignments. Primary responsibility for ensuring that the volunteer receives such information will rest with the direct supervisor of the volunteer.

Lines of communication should operate in both directions, and should exist both formally and informally.

Volunteers should be consulted regarding all decisions which would substantially affect the performance of their duties.

### **5.9 Absenteeism**

Volunteers are expected to perform their duties on a regular scheduled and timely basis. If expecting to be absent from a scheduled duty, volunteers should inform their staff supervisor as far in advance as possible so that alternative arrangements may be made. Continual absenteeism will result in a review of the volunteer's work assignment or term of service.

### **5.10 Substitution**

Volunteers may be encouraged to find a substitute for any upcoming absences which might be filled by another volunteer. Such substitution should only be taken following consultation with a supervisor and care should be taken to find a substitute who is qualified for the position. Substitutes may only be recruited from those who are currently enrolled as volunteers with the organization.

### **5.11 Standards of Performance**

Standards of performance shall be established for each volunteer position. These standards should list the work to be done in that position, measurable indicators of whether the work was accomplished, and appropriate timelines for accomplishment of the work. Creation of these standards will be a joint function of staff and the volunteer assigned to the position, and a copy of the standards should be provided to the volunteer along with a copy of their job description at the beginning of their

assignment.

### **5.12 Evaluations**

Volunteers may receive periodic evaluations to review their work. The evaluation session is used to review the performance of the volunteer, to suggest any changes in work style, to seek suggestions from the volunteer on means of enhancing the volunteer's relationship with the organization, to convey appreciation to the volunteer, and to ascertain the continued interest of the volunteer in serving in that position. Evaluations should include both an examination of the volunteer's performance of position responsibilities and a discussion of any suggestions that the volunteer may have concerning the position or project with which the volunteer is connected.

The evaluation session is an opportunity for both the volunteer and the organization to examine and improve their relationship.

### **5.13 Written Basis for Evaluation**

The position description and standards of performance for a volunteer position should form the basis of an evaluation.

### **5.14 Staff Responsibility for Evaluation**

It shall be the responsibility of each staff person in a supervisory relationship with a volunteer to schedule and perform periodic evaluation and to maintain records of the evaluation.

### **5.15 Corrective Action**

In appropriate situations, corrective action may be taken following an evaluation. Examples of corrective action include the requirement of additional training, re-assignment of a volunteer to a new position, suspension of the volunteer, or dismissal from volunteer service.

### **5.16 Dismissal of a Volunteer**

Volunteers who do not adhere to the rules and procedures of the organization or who fail to satisfactorily perform their volunteer assignment are subject to dismissal. Supervisory staff may dismiss a volunteer at any time for any reason or no reason. Prior to dismissal of a volunteer, staff should seek the consultation and assistance of the Director of Volunteer Programs.

### **5.17 Reasons for Dismissal**

Possible grounds for dismissal may include, but are not limited to, the following: gross misconduct or insubordination, being under the influence of alcohol or drugs, theft of property or misuse of organization equipment or materials, abuse or mistreatment of clients or co-workers, failure to abide by organization policies and procedures, failure to meet physical or mental standards of performance, and failure to satisfactorily perform assigned duties.

### **5.18 Concerns and Grievances**

Decisions involving corrective action of a volunteer may be reviewed for appropriateness. If corrective action is taken, the affected volunteer shall be informed of the procedures for expressing their concern or grievance.

### **5.19 Notice of Departure or Re-Assignment of a Volunteer**

In the event that a volunteer departs the organization, whether voluntarily or involuntarily, or is re-assigned to a new position, it shall be the responsibility of the Director of Volunteer Programs to inform those affected staff and clients that the volunteer is no longer assigned to work with them. In cases of dismissal for cause, this notification should be given in writing and should clearly indicate that any further contact with the volunteer is outside any scope of relationship with the organization.

### **5.20 Resignation**

Volunteers may resign from their volunteer service with the organization at any time. It is requested that volunteers who intend to resign provide advance notice of their departure and a reason for their decision.

### **5.21 Exit Interviews**

Exit interviews, where possible, should be conducted with volunteers who are leaving their positions. The interview should ascertain why the volunteer is leaving the position, suggestions the volunteer may have to improving the position, and the possibility of involving the volunteer in some other capacity with the organization.

### **5.22 Communication with the Director of Volunteer Programs**

Staff who are supervising volunteers are responsible for maintaining regular communication with the Director of Volunteer Programs on the status of volunteers, and are responsible for the timely provision of all necessary paperwork to the Director. The Director should be informed immediately of any substantial change in the work or status of a volunteer and should be consulted in advance before any corrective action is taken.

## **Volunteer Support and Recognition**

### **6.1 Reimbursement of Expenses**

Volunteers may be eligible for reimbursement of reasonable expenses incurred while undertaking business for the organization. The supervisor shall distribute information to all volunteers regarding specific reimbursable items. Prior approval must be sought for any major expenditure.

### **6.2 Access to Organization Property, Materials, and Resources**

As appropriate, volunteers shall have access to organization property, materials, and resources necessary to fulfill their duties, and shall receive training in the operation of any equipment. Property, materials, and resources shall be used only when directly required for organization purposes.

### **6.3 Insurance**

Liability and accident insurance is not provided for all volunteers engaged in organization business. Volunteers are encouraged to consult with their own insurance agents regarding the extension of their personal insurance to include community volunteer work.

### **6.4 Recognition**

An annual volunteer recognition event will be conducted to highlight and reward the contribution of volunteers to the organization. Volunteers will be consulted and involved in order to develop an appropriate format for the event.

## **6.5 Informal Recognition**

All staff and volunteers responsible for volunteer supervision are encouraged to undertake on-going methods of recognition of volunteer service on a regular basis throughout the year. These methods of informal recognition should range from simple "Thank You's" to a concerted effort to include volunteers as full participants in program decision making and implementation.

## **6.6 Volunteer Career Paths**

Volunteers are encouraged to grow and develop their skills while serving with the organization, and are to be assisted through promotion to new volunteer jobs to assume additional and greater responsibilities. If so desired by the volunteer, the organization should assist the volunteer in maintaining appropriate records of volunteer experience that would assist the volunteer in future career opportunities, both paid and volunteer.