

Marion County Volunteer Manager's Handbook



compiled by

Glenis Chapin
Marion County Volunteer Coordinator
555 Court Street NE
PO Box 14500
Salem, OR 97309-5036
(503) 588-7990
gchapin@co.marion.or.us
volunteer.co.marion.or.us

Table of Contents

Eligibility:	
Who is a Marion County volunteer?	4
County employees as volunteers	5
Recruitment of volunteers	6
Creating volunteer jobs:	
Yes, we want to involve volunteers in our department!	7
Tips as you begin planning volunteer jobs	7
Volunteer screening:	
The process and getting started	9
Volunteer screening	10
Short-term volunteer	10
Supervising volunteers:	
Now you have your volunteer — what's next?	11
Department orientation	11
Documentation of Volunteer Hours	12
Recognition of volunteers	12
Dismissing a Volunteer	13
Liability and insurance coverage	14
Countywide orientation for volunteers	14
Safety in the workplace	14
Training	14
Insurance & Accident reporting	15
Claim filing	15
Coverage	16
Volunteers driving and use of a county vehicle	16
Confidentiality	16
Dismissal from volunteer service	16
Volunteers age 12 - 17 years	17
Volunteers age 7 - 11 years	17
Standard of conduct	17
Successful working agreements in community outreach	18
Volunteers serving on boards, commissions, and committees	19
Applications	19
Vacancy	19
Appointments	19
Orientation	19
Youth Members	19

“Volunteers are not free, they require an investment of your time, thought and energy, but the return on your investment is well worth the effort.”

— author unknown

Eligibility: who is a Marion County volunteer?

Marion County has volunteer staff working in many of its 13 departments. Volunteer efforts add support for county departments and expand services to the public. Although volunteer assistance is not free, it is a valuable tool to involve the public in the implementation and understanding of their local government.

Volunteers are all ages, from all ethnic backgrounds and have a variety of skills. They have many reasons for volunteering. If a department can meet the needs of a volunteer, the department's needs will be met and the match will be successful.

We shall define a volunteer as “any person who donates approved service without pay or reimbursement other than approved incidental expenses for those services rendered.”

Each department may develop specific guidelines for intern and practicum students and volunteers under the age of 18.

Who is a volunteer? Persons who provide services to Marion County without pay and fit the following criteria:

- T persons who are age 18 or older
- T persons who are in nonpaid job experience or on-the-job training programs
- T practicum students and interns
- T children, age 12 - 17, with parent permission (see the sample **Parental Permission Form**)
- T children, age 7 - 11, when accompanied by a parent or legal guardian participating in family volunteer activities (see the sample **Family Permission Form**)
- T county employees who have been approved for volunteer service (see the **County Employee Waiver Form**)

Who is not a volunteer:

- T inmate workers
- T community restitution clients
- T county employees who have not been approved for volunteer service

Volunteers in county departments are considered unpaid staff and should be given the same access to orientation, trainings, and respect as paid staff. While they are volunteering for the county, volunteers are expected to adhere to the same policies and procedures as paid staff. Volunteers enable the county to expand services and offer support for paid staff and are a valued resource!

County employees as volunteers

County employee volunteer criteria

County employees may volunteer in county departments if the following criteria is met*:

1. The volunteer position is with an **established volunteer program**.
2. The duties of the position are **outside the employee's normal work duties**.
3. **No work time is used** to perform the volunteer duties.
4. The **employee signs a waiver** indicating that the decision to volunteer is entirely his or her own and no payment for the work will be made.

**Individual issues regarding county employees in volunteer situations may be referred to the county's volunteer coordinator.*

Sample forms and policies for this section:

1. Marion County Administrative Policy: Volunteers and Volunteer Service
2. Parental Permission Form
3. Family Permission Form
4. County Employee Volunteer Service Waiver

Recruitment of volunteers

The county's volunteer coordinator is responsible for developing and implementing a county-wide recruitment plan in cooperation with the county departments. Departments are responsible for supplying and updating information to the county's volunteer coordinator regarding volunteer positions within their department.

Departments may recruit independently, as well as within the county-wide recruitment. In fact, departments are encouraged to use all avenues available to recruit volunteers. It is important that the information departments use to recruit is shared on a timely basis with the county's volunteer coordinator, so information given to the public is up-to-date and accurate.

The county volunteer coordinator will submit open volunteer jobs to the United Way for publication in the Statesman Journal. Other types of media will be alerted on a job by job basis. The volunteer coordinator will also work with county staff to develop a comprehensive recruitment strategy for each volunteer position created.

In accordance with Title VI, departments must provide volunteer opportunity announcements to ethnic and traditional media. With 48 hours advance notice, departments must be able to provide volunteer information in accessible forms.

Each department will be responsible for compiling a list of the volunteer opportunities that have been defined within that department. The list may be used as an insert into the **Marion County Volunteer Programs brochure** or for other recruitment options the department creates and implements. An example of the brochure is included in this handbook. It is produced by the county's volunteer coordinator. Copies of the brochure are available in the Human Resources Department.

Sample forms and policies for this section:

1. Marion County Department Policy: Volunteer Recruitment
2. Marion County Volunteer Program Brochure

Creating volunteer jobs: yes, we want to involve volunteers in our department!

Once your department has decided to involve volunteers there are some steps to consider. As you know, volunteers are not free. So plan accordingly. For this to be successful you must put some thought into the process, in the beginning and ongoing for the duration of the volunteer's service with your department.

It is important to understand the difference in volunteer and paid positions:

- A volunteer job should always be created to support paid staff and must never have been a paid position. Volunteer positions and paid positions are created and kept separate always.
- Volunteer jobs should provide additional assistance to the department and not be developed to cover core departmental jobs.
- If a paid position is not filled, but will be eventually, a volunteer cannot be placed in that position until a paid person is hired.
- A prospective employee may not "volunteer" until he or she is hired. Officially, a person becomes an employee when the job offer is accepted, regardless of when he or she begins work.
- Most volunteer positions should be developed as part-time positions that can be done on a flexible schedule.
- Working without a paycheck does not make volunteers unreliable. They can be trusted to perform jobs which handle sensitive or confidential information and money as long as adequate screening and training is provided to complement the duties and responsibilities.

Here are some thoughts & tips for planning volunteer jobs:

1. Make sure your volunteer jobs are created to supplement and support staff, not to replace paid staff.
2. Involve salaried staff in the planning and developing of volunteer positions. Allow ample time to hear ideas, needs and concerns from all staff who will interact with the volunteer, even on a limited basis.
3. Reach outside the conventional idea of what volunteers do and be creative as you look at your "wish list" and develop jobs for volunteers.
4. Ask who will supervise and train the volunteer. Remember, getting good volunteers is the task of recruitment — keeping them is everyone's job.
5. What are the requirements for the time involved and the work schedule for the job? Are they fixed or flexible? Is the job on-going or will it end with a project?
6. How will you evaluate the job and the volunteer? Will the volunteer feel appreciated for the job he or she is doing?

Volunteers come in all shapes and sizes with all kinds of reasons for volunteering. They are all unique. Don't presume to know who is a volunteer. Throw away your old ideas about volunteers and take on a fresh perspective as you develop volunteer jobs because just about everyone is a volunteer at some point, for some reason in his or her life. **And again, volunteers are not free. Your department must be willing to provide the training, supervision, evaluation and recognition, all necessary ingredients to productive, satisfied volunteers.**

When a prospective volunteer contacts the county's volunteer coordinator, he or she will:

- < Have the volunteer fill out an application form
- < Conduct a basic placement interview
- < Give the volunteer an overview on volunteering as part of the Marion County Volunteer Orientation
- < Refer the volunteer to a department with a compatible job request on file

Included in the sample forms in this handbook you will find a **Volunteer Placement Form** intended for departments to use to request volunteers from the county volunteer coordinator. As you develop volunteer jobs for your department, use the request form as an outline for the job description.

After you complete the request form, submit it to the county's volunteer coordinator. After the form is received, the county's volunteer coordinator may contact you for additional information about the job and to discuss recruitment possibilities.

Once a volunteer is referred to the department, staff will:

- Have the volunteer fill out the department's application form, if needed
- Proceed with department screening and interview *
- Provide an orientation for the workplace and job
- Conduct training specific to the job
- Provide supervision
- Evaluate performance at regular intervals or at end of project
- Recognize the volunteer for the job

** If at any time the department determines that the volunteer is not suited for an open position, the volunteer may be referred back to the county's volunteer coordinator for another job placement. It is important to make sure staff, volunteer, and job are all compatible. It is important that this works for you!*

Although the county's volunteer coordinator cannot guarantee a match for every volunteer position, every effort will be made to find a qualified person to fill each job. For help in creating volunteer jobs, training staff in volunteer management, putting an evaluation or recognition plan in place, or any other concerns you have regarding volunteers and volunteer programs, contact the county's volunteer coordinator.

Volunteer screening: the process and getting started

Volunteers become involved in county programs in many different ways. Although the county strives to make this process a smooth one, there is certain paperwork and information that must be completed and provided.

Departments may:

! Have potential volunteers contact the county's volunteer coordinator to apply and be screened initially and given a **Marion County Volunteer Orientation**, before being referred back to the department.

or

! Have a volunteer apply and be screened in the department and send the volunteer to the county's volunteer coordinator for a **Marion County Volunteer Orientation**.

or

! Have volunteers apply and be screened in the department, and then invite the county's volunteer coordinator to conduct a **Marion County Volunteer Orientation** as part of the department's training/orientation.

or

! Have the volunteer apply, be screened, and receive a **Marion County Volunteer Orientation** (obtained from the county's volunteer coordinator) in the department.

The mix and match potential is great! **The goal, regardless of which combination is selected, is that every volunteer who fills out an application and is accepted for a position receives screening, an interview, Marion County Volunteer Orientation, and orientation and training specific to the job and department.** These are the minimum requirements for most volunteer jobs; however, some departments and some jobs may require an additional level of screening for volunteers. If additional screening is required by the department, it is conducted by the requiring department.

The county's volunteer coordinator conducts **Marion County Volunteer Orientation** for individuals and, upon request, for groups. The county's volunteer coordinator may be invited and scheduled to conduct a **Marion County Volunteer Orientation** for groups of volunteers who are participating in a department training. Volunteers may begin volunteering before attending an orientation, but **orientation must occur within three months of placement.**

If departments wish to conduct the county volunteer orientation as part of their own training program, they may get copies of the **Marion County Volunteer Orientation** from the county's volunteer coordinator.

Volunteer screening

Included in this handbook are samples of:

- C **application form**
- C **reference check form**
- C **interview form**
- C **volunteer placement form**

These forms were developed by the county's volunteer coordinator. Departments may use their own application, reference check and interview forms; however, the **Volunteer Placement Form must be used as is**. If departments choose to use their own application, they must supply a copy of the application with the Volunteer Placement Form when submitting a new volunteer to the county volunteer coordinator.

Each volunteer should have a volunteer file which contains:

- T application
- T record of an interview
- T record of evaluations, disciplinary actions, and commendations
- T copy of the Volunteer Placement Form (which includes a current job description)

Short-term volunteer

The recommendation for the contents of a volunteer file are the specifications for an ideal volunteer file; however, volunteer jobs, like volunteers, are varied and require some variation in documentation. For instance, if a volunteer is only coming in to the department for a one-time, one-day or short-term event some pieces of the volunteer file may not be necessary.

At the minimum, every volunteer should have a written record of their volunteer service even if it is only **an application with a job description**. For specific questions or concerns about volunteer documentation, contact the county's volunteer coordinator on the Board of Commissioners' staff. Included in the sample forms at the end of this section is a **short-term volunteer application form which contains a job description and is the only documentation needed for a short-term volunteer's file.**

Sample forms and policies for this section:

1. Marion County Department Policy: Volunteer Screening and Eligibility
2. Volunteer Application Form
3. Volunteer Placement Form
4. Volunteer Interview Form
5. Volunteer Reference Check Form
6. Short-term Volunteer Application Form

Supervising volunteers, or now you have your volunteer — what's next?

Congratulations on your new volunteer! Here are some instructions on how you and your volunteer can both be successful.

Conduct an interview to ensure that both you and your volunteer are clear and comfortable with the responsibilities of the job. Remember, if at any point you determine that the volunteer is not suited for an open position, the volunteer may be referred back to the county's volunteer coordinator for another job placement. It is important to make sure staff, volunteer and job are all compatible. It is important to make this work for you!

Checklist for a department's volunteer orientation:

A checklist on the items to cover during a volunteer's department orientation has been provided for you in the appendix of this section. It will provide you with the types of topics to cover with a potential volunteer. If you need additional assistance with developing a department orientation for volunteers, contact the county volunteer coordinator.

Once you and the volunteer decide that you have a match, set a time for the volunteer to begin work, and then be prepared to **conduct a tour and introduce the volunteer** to ALL employees in the department or anyone the volunteer may come in contact with — even if it's on the way to the restroom or lunchroom. You get the idea! The volunteer and staff need to be aware of each other even if they may not interact on a regular basis. Before you conduct your tour of the office, make a list of the things that the volunteer will need to know like phone, mail, restrooms, kitchen, proper dress, workplace safety, department procedures, etc.

Once the general office or department setting is explained, plan to spend time **acclimating the volunteer to the new work space, as well as the duties of the job**. Make sure the volunteer is clear on who is his or her resource for questions, supplies, concerns, etc. of the job. If that person is not you, make sure the volunteer knows who it is, where they work, and how to contact them (i.e. call, walk in, make an appointment, or other).

Remember to give your volunteer encouragement and support and to include him or her in your office or department "family" as much as possible. The more involved the volunteer is in the office or department dynamics, the more committed he or she will be to the job. You want to strive to achieve the same inclusion and commitment as with paid staff. Remember, volunteers are people too. They may offer their time freely, but don't expect volunteers to take less respect, training, and support to accomplish their job than paid staff.

Lastly, keep accurate records of hours of service, accomplishments, and evaluations, informal and formal, in a personnel file for your volunteer. Interact regularly with the volunteer and ask questions about the job, the working conditions, and challenges. The answers to these questions may be obtained over a quick cup of coffee once a week or in a regular meeting. You as the volunteer manager will be better prepared to give answers if you truly know and understand your volunteer. Again should you determine at any time in the process that the volunteer and the job are not compatible, please refer the volunteer back to the county's volunteer coordinator, so that he or she may be recommended for another position.

Documentation of Volunteer Hours

Departments should keep a record of volunteers hours for the individual volunteer. Since many volunteers include their volunteer service on job and other types of applications, they count on their volunteer supervisor to keep accurate work records. Departments are also encouraged to keep a cumulative record of volunteer numbers and hours that may be used by the department and is requested by county volunteer coordinator annually.

Individual volunteer hours

Volunteer hours are recorded by departments for individual volunteers for reporting on evaluations, recognition, and employment reference. Individual records are kept in the volunteer's "personnel" file. The method used for recording volunteer hours is the individual department's choice.

Total volunteer hours

Departments are encouraged to keep volunteer records of the total number of volunteer hours contributed annually. An annual report with number of volunteers and volunteer hour totals is compiled by county volunteer coordinator for the Board of Commissioners. The compilation is used for recognition and support of Marion County volunteers and their contribution to the county. Some departments are required to keep volunteer records for grant funding and state funding requirements. Departments may choose to keep additional statistics and volunteer records to meet their individualized needs.

Recognition of volunteers

The county's volunteer coordinator will be responsible for some type of county-wide recognition of Marion County volunteers; however, departments will want to recognize their volunteers on a daily basis and throughout the year. Many departments have recognition gatherings already organized. Included in this handbook are some ideas on different ways to recognize volunteers.

Recognition does not have to be big and flashy or expensive to be appreciated. Volunteer recognition is ongoing throughout the year and is most often shown in less tangible ways like saying "thanks" or pointing out what a good job was done. Volunteers may be nominated for the county's Volunteer Awards held each April during National Volunteer Week.

The county volunteer coordinator stocks volunteer recognition pins and other items imprinted with the county logo for departments to purchase (under \$4). You may view the items on the Intranet at: <http://intra/marion/general/recog.htm>

Dismissing a Volunteer

Volunteers, like paid staff, may be dismissed or released from volunteer service. It is important to document any problems the department may be having with a volunteer in the volunteer's file.

Consistent and accurate documentation of the problem and what counseling steps have been taken will substantiate the need for dismissal. However, before you decide to dismiss a volunteer, determine if the goals and objectives of the job assignment were made clear. It is possible that the volunteer misunderstood the assignment. Another alternative to dismissal may be a different job or transfer to another department. Take time to ask the volunteer questions and listen to the answers.

Provide progressive discipline. If you discern a problem, begin with one-on-one coaching to correct the behavior. If coaching does not change the behavior, give the volunteer a verbal reprimand stating what the problem is and how it may be changed to be acceptable. Make sure that the verbal reprimand is supported by a written summation in the volunteer's file. If the problem persists, the volunteer may be given a written reprimand that states the consequences (dismissal) if the problem is not corrected. Include a copy of the written reprimand in the volunteer's file. If at the completion of these steps the problem has not been corrected to a satisfactory level, the volunteer may be dismissed.

A poor attitude, attendance problems, difficulty with job duties, a problem following department and volunteer policy and procedures are all valid reasons for dismissal. If after all other options have been exhausted and the volunteer needs to be dismissed, consider the following guidelines:

Guidelines for Dismissing a Volunteer

- ' Inform related staff of your intentions
- ' Choose a quiet, private setting
- ' State the purpose of the meeting
- ' Identify the volunteer's expected behavior (copy of the job description, evaluations, standard of conduct, etc.)
- ' Describe your observations; cite specific instances of problem behavior
- ' Allow the volunteer to speak and inform
- ' Compliment the volunteer on individual skills or positive aspects of performance
- ' Release the volunteer from duty without reprimand or apology
- ' Document in writing the conversation, the information reviewed, and the final decision
- ' Dismiss a volunteer only as a last resort

Sample forms and policies for this section:

1. Marion County Department Policy: Supervision and Coaching of Volunteers
2. Volunteer Orientation Checklist
3. 101 Ways to Give Recognition to Volunteers
4. Beyond Banquets, Plaques and Pins
5. Planning for Volunteer Recognition
6. Marion County Volunteer Awards

Liability and insurance coverage

Marion County strives to offer employees and volunteers a safe and pleasant place to work and volunteer. To achieve this environment some planning and policies must be implemented.

Orientation for volunteers

The **Marion County Volunteer Orientation (MCVO)** information compiled by the county's volunteer coordinator covers overall policies for Marion County. Departments are strongly encouraged to ensure **all** volunteers receive MCVO. The county orientation complementary to the department orientation.

Safety in the workplace

Volunteers are introduced to general safety in the workplace and personal injury procedures as part of the MCVO. Departments are responsible for providing volunteers with safety and personal injury guidelines for specific jobs and work locations. When personal protection equipment is required for the position, the volunteer must either provide his or her own or be properly equipped by the department and trained in the use of the equipment prior to engaging in any such work. Volunteers may only perform functions requiring a license or certification if they have the current license or certification that is required for that particular function.

Training

Each department must provide training for volunteers on the requirements of the job and departmental procedures, including all safety aspects. Departments are encouraged to take advantage of shared trainings and other outside sources for volunteer training. For more information on training opportunities for volunteers, contact the county's volunteer coordinator.

Marion County Volunteer Orientation Information covered in the MCVO*

- ' Mission Statement
- ' Welcome
- ' Customer Service
- ' Safety
- ' Accident Insurance
- ' Liability Protection
- ' Liability Insurance
- ' Use of Computer, Fax, E-mail & Internet
- ' Screening
- ' Confidentiality
- ' Preventing Harassment & Discrimination
- ' Preventing Workplace Violence
- ' Drug & Alcohol Policy
- ' No Smoking Ordinance
- ' Recycling
- ' Legal Holidays for County Offices
- ' Volunteer Rights & Responsibilities
- ' General Information About County Depts.
- ' Maps of Department Campuses

* A copy of the MCVO is included in the appendix of this section.

Insurance and accident reporting

Volunteers who are appointed in writing by a department for specified duties are covered under the Marion County Volunteer and Client Injury Coverage, see Administrative Policy G-09 included in the appendix of this section.

Volunteers are covered one of two ways depending on the type of volunteer job:

- < Workers' Compensation will provide coverage for:
 - a) Sheriff's Office Deputy Reserve Officers
 - b) Sheriff's Office Cadets
 - c) Sheriff's Office Search and Rescue team members
 - d) Sheriff's Office Posse members

- < Volunteer and Client Injury Coverage (VCIC) will provide coverage for:
 - a) Sheriff's Office VOICE volunteers
 - b) Sheriff's Office Citizen's Academy members
 - d) All other volunteers

Coverage for VCIC is initiated when departments submit a completed copy of the **Volunteer Placement Form** (job description and volunteer's acceptance of county policies) for each volunteer to be included in the coverage to the county's volunteer coordinator. Coverage is in effect on the date the county's volunteer coordinator receives the completed Volunteer Placement Form. For more information contact the county's volunteer coordinator. Workers' Compensation coverage is initiated based on department records.

Accident reporting

All volunteer injuries must be reported within 24 hours to Risk Management on the **Marion County Occupational Injury Report Form**, included as a sample form in the appendix of this section. The form must be signed by both the supervisor and the injured person. Worker's Compensation claims are submitted on the 801 Form (obtained from Risk Management).

Any damage to personal or county vehicles, property, or personal injuries that occurs during a volunteer's official volunteer duties for Marion County must be reported immediately to his or her supervisor.

Claim filing

For a claim to be filed the following documents must be completed and submitted to Risk Management:

- 1) Marion County Occupational Injury Report Form
- 2) The form appropriate to claimant's coverage
 - a) VCIC claims on Volunteer Injury Compensation Request Form
 - b) Workers' Compensation on 801 Form
- 3) A copy of the Volunteer Placement Form on record with the county's volunteer coordinator.

Coverage

VCIC covers volunteers for up to \$5000 for medical expenses or death benefit and \$500 for dental expenses. The volunteer's own group medical or disability coverages are primary. For additional terms, limits, and exclusions please consult Marion County Administrative Policy G-9.

Workers' Compensation is provided in accordance with the statutory limits of ORS 659.450.

Volunteers driving and use of a county vehicle:

Volunteers may be cleared to drive county vehicles if a DMV driving check is completed and filed in the volunteer's personnel file.

Volunteers may use private vehicles for their official volunteer work if a DMV driving check is completed and proof of insurance filed in the volunteer's personnel file.

Volunteers may drive county clients in a private or county vehicle if the department submits for approval to Risk Management documentation of the DMV driving check and proof of insurance along with a written description of the type, purpose, destination, and frequency of the volunteer's trips transporting clients.

Marion County clients may be transported by volunteers only after the department has received clearance from Risk Management. This does not include Sheriff's Office Reserve Deputies. They are exempt. **Departments are responsible for orienting the volunteer to the use of a county vehicle and what to do in case of an accident.**

For more information see Administrative Policy H-04 or contact the county's volunteer coordinator or Risk Management.

Confidentiality

Volunteers are expected to adhere to the same confidentiality guidelines as paid county staff and as explained in the Marion County Volunteer Orientation.

Dismissal from volunteer service

Any volunteer who is unable or unwilling to adhere to the volunteer policies and procedures as outlined in Marion County Volunteer Orientation, the boundaries of the job description, and/or the criteria set by the county or the department may be dismissed from volunteer service. Please see the section in this handbook on supervisor responsibilities for information on dismissing a volunteer.

Volunteers age 12 - 17

Youths under the age of 18 must have parental permission to volunteer in Marion County programs. **Parental Permission Form** may be found in the sample forms included with this handbook and must be included in the volunteer's "personnel" file, unless the department has a parent permission form already in use.

Volunteers age 7 - 11

Youths age 7 - 11 may volunteer with a parent or legal guardian in family volunteer activities for Marion County. A **Family Permission Form** may be found in the sample forms included with this handbook.

Standard of conduct

Volunteers are expected to adhere to the Marion County and departmental policies and procedures for volunteers while acting in their official duties as outlined on their job description. Volunteers are introduced to these policies and procedures during the Marion County Volunteer Orientation and sign an agreement on the Volunteer Placement Form, stating that they will abide by the policies and procedures while volunteering for Marion County.

Departments may expand or create additional policies and procedures that are specific to the department and its volunteer jobs and responsibilities.

Sample forms and policies for this section:

1. Marion County Department Policy: Liability and Safety Issues
2. Marion County Administrative Policy: Volunteer and Client Injury Coverage
3. Marion County Administrative Policy: Volunteers, Interns or Other Contractual Employees
Who Drive Private and/or County Vehicles
4. Departmental Policy: Volunteer Orientation and Training
5. Volunteer Placement Form
6. Occupational Injury Reporting Form
7. Risk Management Incident Report
8. Volunteer Injury Compensation Request Form
9. Marion County Volunteer Orientation Manual

Successful working agreements in community outreach

Marion County departments may have the opportunity to cooperate or collaborate on community projects with other governments, agencies or community groups. Volunteers are often an integral part of the plan for a project or collaboration, but groups doing the planning may not have identified who is responsible for the management and liability of volunteers involved.

As a result, Marion County departments have a responsibility to define and clarify the role of volunteers when working in partnerships with other governments, agencies, or community groups. The roles designated to volunteers must be defined, and the government, agency, or community group identified which accepts the liability for the participating volunteers. It may or may not be the same group which accepts responsibility for management of the volunteers.

It is recommended that the partnership utilize a memorandum of understanding or an interagency agreement as a tool for defining roles and responsibilities, including volunteers. Samples are available from the county's volunteer coordinator. The memorandum of understanding or interagency agreement should provide a description of who is responsible for volunteer management and liability. The agreement should outline what is and is not covered; all parties involved must agree to the terms.

Partnerships of this kind are as varied as the people who create them, so departments must be flexible, but thorough, in developing a clear understanding. It is the contract or foundation the project is built on that promotes clarification, preventing misinterpretation and misunderstanding. Clear goals and responsibilities ensure a successful collaboration.

For additional information on working agreements with governments, agencies, and community groups, contact the county's volunteer coordinator. For more information on developing a memorandum of understanding or an interagency agreement, contact the Marion County Children and Families Commission, 588-7975.

Sample forms and policies for this section:

1. Marion County Department Policy: Working Agreements With Communities and Agencies

Volunteers serving on boards, commissions, and committees

When volunteers are appointed by the Board of Commissioners to an advisory board, commission or committee, there are procedures that must be observed. These procedures are fully explained in Marion County Administrative Policy B-7, included in the appendix of this section.

Applications

Applications are available from Business Services and the county volunteer coordinator. A sample is provided in this handbook. Please note that a different application is used for volunteers applying to a board or commission. Files are maintained by the county volunteer coordinator on boards, commissions, and committees which require board appointment of members. Additional files are also kept in the Board of Commissioners office.

Vacancy

Departments are encouraged to work in cooperation and in a timely manner with the county's volunteer coordinator to implement a recruitment, screening, and selection process for vacant positions on boards.

Appointments

When a volunteer is selected to fill a vacancy on a board or commission, the county's volunteer coordinator will schedule and present the appointment to the Board of Commissioners for approval. The department will receive a copy of the Order of Appointment after board session. The Board of Commissioners office will send the new appointee a notification letter, a copy of the Order of Appointment, and an orientation manual for volunteers serving on county advisory boards.

Orientation

New members of a Marion County board, commission, or committee shall receive a copy of the Orientation Manual for Volunteer Members of Advisory Boards. The manual is available from the county's volunteer coordinator in the Business Services, Human Resources Division.

Youth Members

Youth members may be appointed by the commissioners to serve on advisory boards. For additional information or clarification, contact the county's volunteer coordinator.

Sample forms and policies for this section:

1. Marion County Administrative Policy: Appointments to Citizen Advisory Boards and Committees
2. Volunteer Application for Appointment to a Committee, Board, Commission, or Council
3. Orientation Manual for Volunteer Members of Advisory Boards