

North Carolina Department of Environment and Natural Resources
Division of Parks and Recreation

VOLUNTEER PROGRAM GUIDELINES

VIP's (Volunteers-in-Parks)



September 2014

ACKNOWLEDGEMENTS

The North Carolina Division of Parks and Recreation would like to express appreciation to the Office of Volunteer Services, Department of Human Resources; the National Forests in North Carolina; and the National Park Service for their contributions to the development of this program. Portions of these guidelines were adapted from the National Park Service's Volunteers in Parks Guidelines.

VOLUNTEER GUIDELINES

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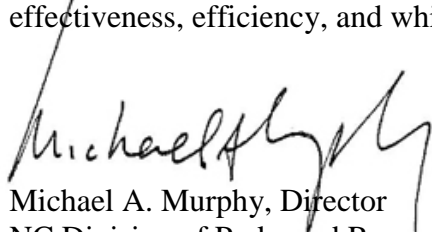
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1.0 DIRECTOR'S STATEMENT

Throughout the history of the North Carolina state park system, citizens have played an important role in the growth and development of our state parks. As the system continues to expand, we will continue to strive to deliver the highest standard of public service available. But this growth, coupled with budgetary constraints, means we cannot accomplish all of our goals alone, in terms of visitor service, environmental education and natural resource protection.

Citizen input and participation are vitally important to the success of the state parks system. With the support of concerned and dedicated volunteers, we can provide the standard of service that the public has a right to expect from the North Carolina Division of Parks and Recreation. Through the use of the many special skills of volunteers, we will not only make the best use of our resources, but will also form valuable partnerships that will increase our base of public support and allow the public to become more fully vested in our state parks.

Volunteers have established a proud tradition in parks across our nation. Many parks owe their very existence to the efforts of volunteers. Through the establishment of the Volunteer Program in the North Carolina state parks system, we uphold this tradition, which is essential to our effectiveness, efficiency, and which is so much a part of our national and state heritage.

A handwritten signature in black ink, appearing to read "Michael A. Murphy". The signature is fluid and cursive, with a long horizontal line extending from the end.

Michael A. Murphy, Director
NC Division of Parks and Recreation

2.0 INTRODUCTION AND POLICY STATEMENT

The North Carolina Division of Parks and Recreation Volunteer Program was created to provide better services to the public, increase opportunities for citizen involvement, and allow for better stewardship of our natural resources. Volunteers are a crucial component to our workforce. The major objective of the program is to utilize voluntary help in such a way that it is mutually beneficial to both the state parks and the participants.

Volunteers are accepted without regard to race, creed, religion, age, color, national origin, sexual orientation, genetic information or disability. Volunteers are selected to participate in the program because they can fill an identified need. They are usually individuals or members of groups with specific skills and/or interests who will perform a specific function or type of work.

The implementation of the Volunteer Program will occur in each park. Using the following guidelines as a basis, the park superintendent or designated employee(s) develops and operates a volunteer program that fits the conditions and needs of that particular park. Each park program is a local operation.

SECTION I – PROGRAM OUTLINE

3.0 ROLES AND RESPONSIBILITIES

Director

The director, in conjunction with the chief of operations, establishes volunteer program policies.

Concessions/Enterprise Manager

- Oversees the volunteer policies.
- Develops and when necessary, updates volunteer policies.
- Provides technical assistance to field staff.
- Monitors the database to ensure compliance by parks.
- Assists parks in recruiting volunteers and coordinating volunteer activities when needed.
- Works with superintendents and volunteer supervisors to resolve problems.
- Monitors the program for training needs and guideline compliance.
- Answers public inquiries about programs and directs interested volunteers to parks.
- Makes budget recommendations with regard to the volunteer program.
- Evaluates the program and makes recommendations to management for changes.
- Makes recommendations for general management plans as needed.
- Maintains contacts with outside organizations promoting volunteerism.

Chief of Operations

The chief of operations oversees the volunteer program within the parks.

District Superintendent

The district superintendent manages the volunteer program at the district level, and ensures consistency with the established guidelines, through the park superintendent. He or she is the advocate to the chief of operations concerning changes recommended by park staff to the existing program guidelines and assists with the recruiting of volunteers and the coordination of volunteer activities.

Park Superintendent

The Park Superintendent administers the volunteer program at the park level to ensure compliance with the established guidelines and, based upon input from park staff and his or her own observations, makes recommendations to the District Superintendent for changes in the program guidelines which will be of benefit to the entire Division.

Volunteer Manager

Each park will have a collateral duty volunteer manager. The park superintendent may delegate the responsibility to a member of the staff. In the case of a small park or an inexperienced staff, the park superintendent may choose to serve as the volunteer manager. Responsibility for the volunteer program will be in addition to other job responsibilities. Duties of the volunteer manager will be specified in that individual's position description like other job responsibilities. The percentage of time to be spent on duties of the volunteer manager will be determined by the

park superintendent, based on employee's other job responsibilities and the needs of the volunteer program in that park. The volunteer manager is responsible for the efficient operation of the program, to ensure it meets the needs of the park as well as those of the volunteer. The duties of the volunteer manager are listed below.

- Assist staff in identifying volunteer opportunities within the park.
- Prepare job descriptions.
- Train staff members in proper management of volunteers.
- Recruit volunteers.
- Coordinate volunteer orientation and training.
- Maintain contact with park superintendent to ensure that program procedures are followed.
- Handle correspondence relating to the program.
- Report park volunteer hours monthly on the Volunteer database.
- Keep park staff current on programs and procedures for utilizing volunteers.

Supervisor

Every volunteer must have a designated supervisor. Although the volunteer manager is responsible for the overall coordination of the park's volunteer program, he or she usually does not supervise the volunteers. Volunteers are generally supervised by the individual responsible for the work the volunteers are performing. Where appropriate, a volunteer may act as a supervisor of other volunteers. The individual who directly supervises a volunteer is responsible for the following:

- Training.
- Supervision.
- Monitoring and evaluating the volunteer's performance. Maintaining close contact with the volunteer manager to ensure the work is achieving objectives.
- Report volunteer hours and projects to the volunteer manager.

Volunteer Event/Program Supervisor

Volunteer work can also be sponsored and supervised by a central office program. This volunteer work can be performed within a park or office environment and is usually conducted separate from park operations volunteer work. The supervisor will be the administrative or program staff person that oversees the work being done. An example of this volunteer work would be "Bio-Blitz". Supervisors should fill out all necessary paperwork for their volunteers including job descriptions and waivers, as applicable. Group volunteers must sign in agreement to the waiver found on form V-3.

4.0 VOLUNTEER QUALIFICATIONS

Who May Volunteer?

Almost anyone may participate in the volunteer program. A volunteer is anyone who performs work for the Division of Parks and Recreation for which he or she receives no pay from the Division. The volunteer may receive pay, work credit, academic credit, or other compensation from sources outside the Division of Parks and Recreation. Off-duty Division employees and their family members may be volunteers. Students doing required coursework, and individuals from the private sector whose employer is donating their services to the Division while still keeping them on their payroll (i.e., personnel from the local camera shop giving evening programs on photography) are also considered volunteers.

Volunteers are recruited and accepted from the public without regard to race, creed, religion, age, sex, color, national origin, sexual orientation, genetic information or disability.

Employees and Family Members as Volunteers

A Division employee may serve as a volunteer as long as the duties he or she performs as a volunteer are not the same type of duties for which he or she is paid. For example, an administrative assistant in the superintendent's office may volunteer to give an interpretive program in the park on their own time as a volunteer, but may not volunteer to do administrative/clerical work for the chief ranger. (Federal Wage and Hour Division, Employment Standards Administration, 29CFR Part 553 Section 100, Fair Labor Standards Act.)

Currently, there may not be enough specialization to allow rangers or superintendents to volunteer in their own park. They may volunteer at another park if they are so inclined. Raleigh office and district staff may volunteer in the parks.

Family members and relatives of division employees may serve as volunteers as long as the Division representative signing the Agreement for Voluntary Services is not an immediate family member.

What Can Volunteers Do?

Volunteers may be utilized in any and all parts of the park management system. All levels and types of skills may be utilized. For example, a park might recruit volunteers to construct a trail, organize and catalog the photo file, conduct research on an endangered species, repair picnic tables, or paint and install signs in the campground. Parks might recruit volunteers to help translate park documents, materials and signs, and provide translation services to help parks communicate with non-English speaking visitors. Another example might be a park that recruits a retired couple with a trailer to live in the campground as campground hosts; registering campers, giving out information, checking the campground and washhouses, and doing minor maintenance.

There are a few constraints which must be considered when assigning volunteers to work on projects.

- No volunteer should be required to perform any type of work that he or she does not feel comfortable doing or does not willingly agree to do.
- Volunteers who are assigned to operate machinery or equipment (such as chainsaws, power shop tools, specialized equipment, etc.) must demonstrate their proficiency in the

operation of that equipment to the satisfaction of the responsible supervisor. All applicable age restrictions relating to the operation of machinery or equipment must be observed. Volunteers must observe the same safety precautions and use the same safety equipment as park staff.

- Volunteers may assist in the visitor protection functions of the park such as acting as park radio dispatcher on weekends and at other times when the office assistant or other staff are not available; acting as campground host providing a deterrent to vandalism and theft in the campground by their presence; or assisting in search and rescue efforts. Volunteers must not be assigned duties that would place them in a life-threatening situation, even as an observer (i.e. serving as backup on patrol). Volunteers do not issue citations or carry firearms.
- Volunteers should not be assigned to hazardous work. When the task or equipment to be used indicates the need for operational and/or safety training, the volunteer will not be allowed to perform the job until all training is completed, the supervisor knows the volunteer's work capability, and the volunteer understands the job and its hazards. Consult the district superintendent with any questions about whether a volunteer should be assigned a specific duty. It is illegal for persons under the age of 18 to perform certain jobs. (See U.S. Department of Labor WIT Publication 1330.)
- The volunteer manager shall be responsible for ensuring that youth groups are not assigned jobs that are hazardous or use equipment that is illegal for youths to operate. The volunteer manager shall also ensure that youth groups are supervised by an adequate number of adults.

Use of State-Owned Vehicles

Volunteers who have a valid driver's license may operate Division-owned vehicles when it is a part of their assigned work and is so stated in their job description provided they have successfully completed all agency requirements, i.e., defensive driver training. Volunteers may not operate Motor Fleet Management-owned vehicles. Volunteers may ride in state-owned vehicles when necessary in the performance of their duties. (Authority: Motor Fleet Management Rules and Regulations.)

Volunteers Handling State Funds

Volunteers may collect fees only in strict compliance with procedures authorized by the State Auditor's Office for collection of fees and only upon the specific approval of such duties by the Park Superintendent. To obtain authorization to process credit/debit card transactions, volunteers must first complete training in PCI compliance.

Campground Host Program

The campground host program utilizes volunteers who can furnish their own lodging (tent, camper, trailer, or motor home). The volunteer(s) must commit to a specific amount of time to serve as resident campground hosts in a state park campground. The responsibility to designate the length of hosting service falls to the volunteer manager as delegated by the park superintendent. Campground hosts may serve any length of time, but a minimum of one month is recommended. Individuals, couples, or even families may serve as hosts.

Duties of the campground host may include the following:

- Provide information and explain rules and regulations to visitors.
- Assist visitors with registration and locating a campsite.
- Collection of fees from visitors.
- Distribute maps and brochures, and sell firewood to visitors.
- Perform light maintenance work around the campground such as picking up litter, cleaning and stocking restroom facilities.
- Perform emergency repairs.
- Perform emergency assistance for visitors such as unlocking a gate in emergency situation, and keeping a first aid kit on hand for minor cuts and abrasions.
- Help reduce litter and vandalism (mainly by their presence).
- Gather information on use of facilities.
- Keep park staff informed of any problems in the campground.
- Perform other duties as appropriate

Hosts are provided a free campsite near the main entryway to the campground or other central location so that they may be easily identified and available to campground visitors. The normal camping time limit is waived. If available, utility hookups may be furnished at no cost. Campground hosts work under a specific agreement and job description just like any other volunteer. They must receive sufficient orientation and training to enable them to adequately perform their job. Hosts should work under the supervision of the employee who has direct responsibility for the campground. This position requires working weekends, holidays, and evening hours.

5.0 PROTECTION

State Tort Claims Act and Excess Liability Coverage

Volunteers enrolled in service to State agencies are covered under Articles 31 and 31A of Chapter 143 of the General Statutes governing Tort claims against State departments and agencies, and the defense of State employees.

This Act provides a means whereby damages may be awarded as a result of claims against the Division of Parks and Recreation for injury or loss of property or personal injury or death caused by the negligence of any employee of the Division while acting within the scope of his or her employment. Volunteers are considered employees for the purpose of this Act.

On August 27, 2007, an insurance policy became effective affording \$1,000,000 Excess Liability Coverage above the \$150,000 maximum liability of the Division per injury or damage to any one person under the Tort Claims Act. This is a blanket policy covering all state employees, staff and members of boards and commissions, and all volunteer workers. Excluded from the coverage are claims arising from 1) use of a vehicle, 2) rendering or failure to render medical services, and 3) any claim arising out of either sexual abuse or a licentious, immoral or sexual act.

In order for volunteers to receive this protection, it is imperative that they be properly enrolled and operating under written job descriptions containing specific information on the type of work they are assigned to do. This is necessary in case questions arise on whether a volunteer was acting within the scope of his or her assigned duties.

Use of Volunteer's Personal Equipment

Volunteers may use their own personal equipment and supplies in their work. There are no provisions to reimburse volunteers for personal equipment or property that is lost, damaged or destroyed and must be thus informed by park staff prior to commencing work, and documented on the volunteer agreement form. State Parks will not reimburse for mileage when personal vehicles are used for park business.

With regard to personal clothing and equipment used by reenactment groups, superintendents may grant permission for their use. The State, however, assumes no liability for damage to or loss of these items.

Volunteer Injuries/Accidents

Use the following guidelines when dealing with a volunteer injury or accident:

- All injuries must be reported to your immediate supervisor within 48 hours.
- Administer first-aid (unless refused) and, if necessary, call 911.
- Complete an immediate assessment of why the accident/injury occurred and take action to insure there is no reoccurrence.
- Gather information needed for, and complete an accident report on a PR-63 - Case Incident Report.
- If necessary, further investigation may take place.

6.0 UNIFORMS

Identification

A clear and visible distinction between paid employees and volunteers is preferable, and volunteers must not be dressed in a manner that may duplicate the appearance of the state park uniform. Volunteers should be easily recognized as state park volunteers by the visiting public for several reasons. Park visitors should be aware that the volunteers are not state park employees, nor are they community service workers. The presence of volunteers may also draw the interest of park visitors to inquire about other volunteer opportunities.

- The Division will sell volunteer t-shirts to interested volunteers.
- Parks are encouraged to provide name tag for appropriate long term volunteers.

Clothing (street or outdoor type)

Some parks may require certain clothing for safety reasons, such as closed-toe shoes or long pants when working outdoors. Gloves are required for certain jobs, and may be provided by the park.

Historical Period Clothing

Volunteers involved in historical reenactments are not required to wear identifying insignia. Parks are encouraged to use appropriate means to inform the public when volunteers are involved in reenactment activities.

7.0 HOUSING VOLUNTEERS

Volunteers may be lodged in state park facilities and will not, as a matter of policy, be charged rent. Superintendents should use prudence in assigning rent-free quarters to volunteers to assure fairness to state employees who are required to pay rental rates. Criteria for such assignments are as follows:

- It must be clearly understood that the unit being considered for volunteer occupancy is not needed at the time for employee housing or other park needs.
- The volunteer assigned to the quarters must contribute sufficient hours or make a significant contribution to the park to justify free housing in the park.

Listed below are some examples of lodging volunteers in state park facilities.

- Hammocks Beach State Park occasionally has free housing available to volunteers when it is not being used by seasonal employees. The park has barracks located on Bear Island which requires transport by ferry.
- Hanging Rock, Stone Mountain and other parks offer a campsite for camper hosts complete with hookups.
- Jockey's Ridge offers housing for students who are volunteering for an internship for the summer. They work alongside and have the same duties as other hired seasonals in addition to any projects required by their school.
- Eno River, Fort Macon, Hanging Rock, Mount Mitchell and William B. Umstead have seasonal barracks onsite for seasonal employees. Volunteers can be accommodated for a limited period depending on scope of work.
- South Mountains has an equestrian campground site for a campground host. The hookups and site are free to the host.

Parks may allow volunteer groups such as Scouts or another organized group to camp for a night or weekend, free of charge, if they work on a significant project while camping. Superintendents are encouraged to utilize suitable quarters to house volunteers. This will increase the pool of volunteers to outside the local community area, and the amount of high priority work which is accomplished.

8.0 FUNDS FOR RECOGNITION EVENTS

As part of their budget, parks may request funds for volunteer recognition events. A travel authorization must be completed for any special function where five or more people are in attendance. A draft agenda must be attached and a possible list of attendees. The cost for refreshments is in accordance with DENR BPA policies with minimum of 20 people in attendance. The approved travel authorization, official agenda and list of signatures of people who attended must be submitted for reimbursement of all expenses. If less than 20 people are going to be in attendance, refreshments must be paid out of pocket by park staff with no reimbursement allowed.

Park staff is encouraged to seek the contribution of support groups, local merchants, and other private sources for additional goods or services.

Financial contributions designated for the volunteer program may be used to help finance items of recognition for volunteers and recognition events. Contributions to the volunteer program may be made by check payable to the park's local friends group, Friends of State Parks or the North Carolina Division of Parks and Recreation. It is important that the purpose for which the donation is made be clearly specified.

Cash and non-cash contributions to the State and the Friends of State Parks are tax deductible. Individuals interested in making a contribution, should contact the Friends group or division staff for donation forms.

9.0 RECORD KEEPING AND REPORTING

Forms

Various forms are used in the Division's volunteer program for record keeping and reporting. The forms have been listed below, along with instructions.

- Volunteer Job Description - V-1
A job description must be written for each volunteer position. It is helpful when advertising for the position, or answering inquiries. It is a necessary tool when interviewing a prospective volunteer. The job description must be attached to the volunteer application and services agreement. All new volunteer job descriptions must be sent to the concessions/enterprise manager to make these descriptions available to all parks. Job descriptions are not required for group volunteer projects.
- Volunteer Application & Services Agreement - V-2
The volunteer application form should be sent to all persons who request information on the program. The application form is designed to gather pertinent information about a potential volunteer's background, areas of interest, and skills. It can be used to screen applicants, to develop a file of potential volunteers for future needs, or to refer volunteers to other areas. Resumes, if provided, may be attached to the completed application form. An application must be completed by each prospective volunteer. The volunteer services agreement is the document that legally enrolls an individual in the Division's volunteer program and provides volunteers with State protection in case of tort claims. It must be completed, and signed by both the volunteer and the volunteer manager, even for projects of only a few hours duration. This form is not required for group volunteer projects.
- List of Volunteer Group Participants - V-3
Each person who will be working on a particular group project should put his name, address, and signature on this list. A list of participants should be compiled on form V-3 each time a group works on a volunteer project. This form is required for group volunteers.
- Parental Approval Form - V-3B
A parental approval form must be signed by the parent or guardian of all volunteers under the age of 18, and attached to the volunteer services agreement (Form V-2) or the list of group participants (V-3).
- Record of Volunteer Hours Worked - V-4
This form is filled out by DPR staff. It is important that each park develop a system for recording the number of hours each volunteer works. This form provides a record of hours as well as assignments for volunteers who participate in more than one activity. This form is required if the volunteer wishes to be eligible for time-based recognition.
- Volunteer Evaluation - V-5 (for long-term volunteers)
This form serves as an aid in evaluating volunteers. It affords an opportunity for the volunteer to receive feedback on his or her performance. Volunteers should be evaluated by their supervisor after the first month or six weeks, when a major project is finished,

when the volunteer terminates his or her services, when a volunteer's services are terminated by the Division and at least annually for continuing volunteers.

- Volunteer's Evaluation of Assignment - V-6 (for long-term volunteers)
Each volunteer should be given an opportunity to evaluate the volunteer program and his or her assignment. This form should be voluntarily completed by the volunteer at the same time as their evaluation. The purpose of this form is to help parks improve their volunteer programs.
- Report of Volunteer Hours and Activities - V-7
This form is used to keep a record of all volunteer hours and activities. It is to be prepared by the volunteer manager and entered in the database on a regular basis.

North Carolina Department of Environment and Natural Resources
Division of Parks and Recreation

VOLUNTEER JOB DESCRIPTION (V-1)

Title: _____

Major Objectives: _____

Specific Tasks and Responsibilities: _____

Qualifications: _____

Training and/or preparation: _____

Time and Place: _____

Length of Commitment: _____

On-the-Job Supervision: _____

Name and Title of Supervisor: _____

North Carolina Department of Environment and Natural Resources
Division of Parks and Recreation

VOLUNTEER APPLICATION & SERVICES AGREEMENT (V-2)

Name: (please print) _____

Address: _____

City: _____ State: _____ Zip: _____

Phone Number(s): _____

Email: _____

Emergency Contact Name: _____ Phone: _____

Are you 18 years old or older? Yes _____ No _____

Level of education completed: (High School, College, etc.) _____

Employment status: Employed _____ Retired _____ Student _____

Do you speak languages other than English? If yes, please explain: _____

Would you prefer to work directly with the public? Yes _____ No _____

Specify type of volunteer service you prefer: _____

Days available for Volunteer Work:

Availability	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Morning							
Afternoon							
Evening							

Do you prefer to work as a: Full-Time Volunteer _____ Part-Time Volunteer _____

Short-Term Volunteer _____ Special-Project Volunteer _____

Date of availability: _____

VOLUNTEER APPLICATION & SERVICES AGREEMENT (V-2) Page 2

Briefly list job experience, skills, and/or volunteer experience: _____

List any physical limitations that may affect your duties as a volunteer: _____

Have you ever been convicted of a misdemeanor or felony? Yes _____ No _____

If yes, please explain: _____

I (we) understand and agree to obtain parental or guardian consent for individuals under 18 years of age and to comply with applicable child labor laws. I (we) understand that the individual(s) volunteering under this agreement will not receive any compensation for the above work and they will NOT be considered to be State Employees for any purpose other than tort claims, and I (we) understand that volunteer service is not creditable for leave accrual or any other employee benefits. I (we) understand that loss or damage to personal property, other than due to employee negligence, will not be compensated. I (we) also understand that either the Division of Parks and Recreation or I (we) may cancel this agreement at any time by notifying the other party. (For groups) We agree to provide the Division of Parks and Recreation with a list of active participants, and the number of hours each contributed, when and as requested.

The North Carolina Division of Parks and Recreation reserves the right to conduct a criminal background check on any person wishing to volunteer within the state park system.

Date

Signature

The Division of Parks and Recreation agrees, while this agreement is in effect, to provide such general supervision, materials, equipment, and facilities as are available and needed to perform the work described above, and to consider the individual(s) volunteering under this agreement as a State employee(s) only for the purpose of tort claims.

Date

Signature of Volunteer Manager

North Carolina Department of Environment and Natural Resources
Division of Parks and Recreation

LIST OF VOLUNTEER GROUP PARTICIPANTS (V-3)

Project: _____

Location: _____ Date: _____

I (we) understand that the individual(s) volunteering under this agreement will not receive any compensation for their volunteer work and they will NOT be considered to be State Employees for any purpose other than tort claims, and I (we) understand that volunteer service is not creditable for leave accrual or any other employee benefits. We agree to provide the Division of Parks and Recreation with a list of active participants, and the number of hours each contributed, when and as requested.

A separate form must be signed to indicate parental or guardian consent for individuals under 18 years of age and to comply with applicable child labor laws.

Name (Please Print)	Address	Signature

Comments: _____

North Carolina Department of Environment and Natural Resources
Division of Parks and Recreation

PARENTAL APPROVAL FORM (V-3B)

Name of Volunteer: _____

Parent or Guardian's Name: _____

Address: _____

Phone number(s): _____

I affirm that I am the parent/guardian of the above named volunteer. I understand that the Division of Parks and Recreation's volunteer program does not provide compensation and that the service will not be considered the service of a State employee.

I have read the attached description of the work that the volunteer will perform while serving as

(Position Title)

I give my permission for _____ to participate in this

program sponsored by _____
(Name of Organization if Applicable)

at _____ from _____ to _____
(Name of Park or Office) (Date) (Date)

Signature: _____ Date: _____

North Carolina Department of Environment and Natural Resources
Division of Parks and Recreation

RECORD OF VOLUNTEER HOURS WORKED (V-4)

Name: _____ Year: _____

Date	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1												
2												
3												
4												
5												
6												
7												
8												
9												
10												
11												
12												
13												
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19												
20												
21												
22												
23												
24												
25												
26												
27												
28												
29												
30												
31												
Total												

Total Hours Completed: _____ Date Completed: _____

Assignment: _____

North Carolina Department of Environment and Natural Resources
Division of Parks and Recreation

VOLUNTEER EVALUATION (V-5)
(For Long-Term Volunteers)

Name: _____ Date of Service: _____

Work Location: _____

3-Excellent 2-Good 1-Satisfactory 0-Unsatisfactory NA-Does not apply

Please circle the appropriate answer:

1. Demonstrates knowledge of the objective of the agency and of work assignment.

3 2 1 0 NA

2. Works with co-workers to accomplish tasks.

3 2 1 0 NA

3. Ability to accept and carry out directions of supervisor.

3 2 1 0 NA

4. Ability to accept and use constructive criticism.

3 2 1 0 NA

5. Ability to perform tasks without direct supervision; has the motivation to learn new tasks/skills;
looks for things to be done.

3 2 1 0 NA

6. Dependability, punctuality, attendance, and completion of tasks.

3 2 1 0 NA

7. Works with park visitors in courteous and cheerful manner.

3 2 1 0 NA

8. Park visitors show positive response to the volunteer.

3 2 1 0 NA

Any additional comments: _____

Evaluator's Signature: _____ Date: _____

North Carolina Department of Environment and Natural Resources
Division of Parks and Recreation

VOLUNTEER'S EVALUATION OF ASSIGNMENT (V-6)
(For Long-Term Volunteers)

Name: _____ Date of Service: _____

Work Location: _____

3-Excellent 2-Good 1-Satisfactory 0-Unsatisfactory NA-Does not apply

Please circle the appropriate answer:

1. Personal satisfaction with present work assignment.

3 2 1 0 NA

2. Present duties comply with job description.

3 2 1 0 NA

3. Orientation and training adequate for park visitor contact.

3 2 1 0 NA

4. Supervisor's instructions adequate for day- to-day activities.

3 2 1 0 NA

5. Cooperative and positive relationship exists with staff.

3 2 1 0 NA

6. Receive adequate recognition for services.

3 2 1 0 NA

7. If exit interview, please state reason(s) for leaving: _____

8. Would you do volunteer work for DPR again? _____

9. Did the volunteer program meet your expectations? _____

10. How can we improve? _____

Volunteer's Signature: _____ Date: _____

Volunteer Manager's Signature: _____ Date: _____

North Carolina Department of Environment and Natural Resources
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REPORT OF VOLUNTEER HOURS/ACTIVITIES (V-7)

Name of Park or Section: _____ Year: _____

Reporting Period: 1Q _____ (January 1 – March 31)

2Q _____ (April 1 – June 30)

3Q _____ (July 1 – September 30)

4Q _____ (October 1 – December 31)

Month	Number of Volunteer Hours by Activity							
	Administration	Campground Host	Trails	Interpretation and Visitor Services	Maintenance	Research	Resources Management	Other
Totals								
	Total Number of Volunteer Hours for this Period							

Volunteer Manager: _____ Date: _____

SECTION II – PROGRAM PLANNING AND MANAGEMENT

10.0 INTRODUCTION

Section II covers program planning, development and operation. The objective of this section is to assist managers in determining their need for volunteers, developing and operating their own volunteer program and increasing the efficient use of volunteer services.

Volunteerism is a powerful force which has made an immeasurable contribution to communities, organizations and individuals throughout the world. In America, a recent poll found that over one-third of the American public has been or is now a volunteer. Today's volunteers are active, dynamic, creative individuals of all ages who possess the skills, desire, patience and time to accomplish important objectives.

Why Use Volunteers?

There are many advantages to working with volunteers other than the obvious one of accomplishing a job at minimal expense. Enabling people in the community to be actively involved with Division of Parks and Recreation programs increases public support and helps them understand the work and planning behind management decisions. With volunteers, parks can undertake projects which would, otherwise, not be possible and expand existing programs beyond the limits imposed by personnel shortages and budget constraints. A volunteer can also provide skills or expertise needed on a temporary basis.

Who Volunteers?

Volunteers consist of a wide range of people. They may be elementary school children who volunteer as a group to pick up litter, or active retirees, with both knowledge and experience to share with others. They may be professionals who may want to use their specific skills in their volunteer jobs. They may be people seeking to learn new skills, or people who come to the parks without any specific training. Some may prefer working alone. Others may prefer an opportunity to work with other people, or look at volunteering as a way to make new friends with similar interests. Socializing among volunteers and between volunteers and staff is an inherent part of any volunteer program.

Groups are a special category of volunteers. Through group involvement, projects requiring large numbers of people, such as the maintenance of a long segment of trail or the handling of a special event, can be accomplished. Special-interest groups may be recruited (or may approach the park) for projects that relate to their interests. School (elementary through college), church, or scout groups might propose specific projects they would like to do, or they may be willing to assist with Division-proposed projects. The parks may wish to design projects that would also fulfill requirements for school work, scout merit badges, or other similar endeavor.

Why Do People Volunteer?

The reasons people volunteer are numerous and as varied as the individuals. Most volunteers have more than one objective. Volunteers are motivated by factors other than a paycheck. Although many people will volunteer to use their available skills, other volunteers will want to do work that is totally different from their everyday work.

Volunteering is a way to provide a public service and fulfill responsibilities to society. It provides an opportunity for people to be helpful. Volunteering can provide opportunities for learning, opportunities to follow an avocation, and can be an outlet for creativity, energy and a desire to be of service. People also volunteer for the association with the agency and the social affinity with staff and other volunteers.

How Long Do Volunteers Stay?

Volunteers may want to donate their services for a day, for a few hours each day, a month or two, or a period of years. They may volunteer to complete just one project, or work on several different projects at different time.

11.0 PLANNING A VOLUNTEER PROGRAM

The plan surrounding an effective volunteer program requires a clear and specific statement of the park's goal-driven objectives and adequate resources in the form of organized volunteers, ongoing evaluation and assessment of progress, and adequate equipment, facilities and funding.

The Park Volunteer Manager

The first step in planning a volunteer program is to designate someone on the park's permanent staff as the park volunteer manager. This should be a staff member who can assume the responsibility for coordinating the overall volunteer program as a collateral duty once it becomes operational. Since most of the park staff will be involved in this initial assessment, and may be actively involved in using volunteers once the program is initiated, the manager should be able to work directly with the various staff members on a daily basis. The designated manager should have time to adequately perform the duties of a park volunteer manager as described in Section I of these guidelines. Those duties must be included in the person's position description and work plan.

Assessing Needs

In assessing the needs for volunteers, it's important to determine how volunteers can help and the type of volunteer skills that are needed. There may be tasks that are currently being done by the staff, which can be delegated to a volunteer or team of volunteers. There may be one-time assistance needs or small jobs such as organizing a storage room. Volunteers may be needed for events on a specific day.

Determining Volunteer Resources

Determining the resources available in a geographic area is critical to volunteer program planning and development. One of the most effective ways to locate volunteer resources is to contact volunteer organizations and program leaders in the communities within a reasonable commuting distance of a park.

Developing Job Descriptions

A volunteer job description must be written for all volunteer jobs. The job description defines the tasks or duties expected under the volunteer agreement, and are important in preventing misunderstandings. The job description also provides a basis for evaluating a volunteer's contributions. Additionally, it defines the specific training necessary to do the job.

A standard job description may be written for similar jobs, such as volunteers working at an information desk or campground hosts. Specific conditions concerning amount of time committed, training requirements, etc., which may differ for each volunteer should be discussed and included in the agreement for voluntary services. Individual job descriptions should be written for jobs that differ significantly from those covered in standard job descriptions. Volunteer jobs should be interesting, challenging and rewarding.

All volunteer job descriptions, whether standard or individualized, should contain the following:

- Title of job.
- Major objectives.
- Specific tasks and responsibilities.

- Qualifications.
- Training and/or preparation.
- Time and place.
- Length of commitment.
- On-the-job supervision.
- Name and title of supervisor.
- Materials and supplies to be provided to and by the volunteer.
- Specific safety rules and procedures, and rules and regulations affecting work.

Factors to consider in designing jobs your volunteers will want to do are:

- Responsibility – Your volunteers need to have a sense of personal responsibility for the services they provide.
- Authority to Think – Give your volunteers an opportunity not only to do the work, but also to play some part in planning and deciding how to do it.
- Accountability for Results – Being accountable for the outcome keeps volunteers focused, and gives them the satisfaction of making progress toward a meaningful accomplishment.
- Keep Score – Regular evaluation will help your volunteers know if they are succeeding in their job and will help fuel their motivation.

12.0 MANAGING A VOLUNTEER PROGRAM

Considering Volunteers

Interested volunteers should be utilized whenever possible. Before turning down a request from a volunteer, consider their areas of interest and expertise and how those skills or abilities may transfer to other areas of a park's needs. Consider contacting other nearby state parks to which to refer volunteers if there is not a need at one location. A volunteer should never be turned away without every attempt being made to effectively utilize their time and abilities.

Recruiting

A good place to start looking for volunteers is a Voluntary Action Center, (VAC) which generally provide help in locating and placing volunteers.

Volunteers can also be reached in the following ways:

- Speaking to park visitors.
- News media.
- Social Media, web sites.
- Social functions.
- Church gatherings.
- Professional societies.
- Senior citizen groups.
- Shopping malls.
- Fairs or conferences.
- Private businesses.
- Industries.
- State and federal agencies.
- College clubs, student unions, newspapers.
- College job placement centers.
- Professors teaching courses related to the needs of the park.
- High school and elementary school teachers, principals, guidance counselors, and clubs.
- Special interest groups (local hiking club, Boy Scout troop, etc.)
- Friends Groups.

An excellent source of volunteers is the increasing number of high schools that are requiring students to perform volunteer work. School officials are good contacts to locate high school volunteers.

Radio and television are effective means of conveying volunteer needs, as public service announcements are heard by thousands of people. As a public service, some newspapers offer free space for advertising volunteer needs. All media contacts must be cleared through the Division's Public Information Officer.

Interviewing and Placing

Volunteers should be interviewed as it provides the volunteer and the supervisor a chance to gather information and ask detailed questions before any commitment is made. The interview

should identify the individual's skills, interests, and limitations. It also offers the opportunity to provide specific information on training, orientation, equipment, liability protection, and any other specific benefit or requirement of the Volunteer Program. All volunteer applicants must be informed of the hiring decision.

Criminal Background Check

The Division of Parks and Recreation reserves the right to conduct a criminal background check on volunteers who:

- Do not receive a favorable reference.
- Have unsupervised access to children or vulnerable adults.
- Will be responsible for collecting or disbursing agency cash or processing credit/debit card transactions.
- Criminal background checks can be done on a volunteer by contacting the Parks Chief Ranger.
- No data will be recorded, in compliance with standing regulations. Notification of pass/fail will be given. Results will be documented in the volunteer file.
- DPR staff will not be privy to the reasons or the record of the volunteer, only pass/fail status.
- Notification will be made to the affected volunteer by mail from within the department.

The Volunteer Agreement

When an agreement has been reached on the specific work a volunteer will perform, specific time commitments, official starting date, and other negotiable items, the agreement for voluntary services can be prepared and signed. The content and use of the agreement (form V-3) is discussed in section I of these guidelines. Note that a complete job description must be attached to the agreement. A form V-3B (parental approval) must also be attached if the volunteer is under 18 years of age.

The agreement for voluntary services is a contract between the Division of Parks and Recreation and the volunteer. It identifies rights and responsibilities. A properly executed agreement is a key tool for successful volunteer program management.

Once the agreement has been signed, and before he or she begins work, the volunteer should be introduced to the people he or she will be working with, and oriented with the park. The volunteer should be provided with materials that will familiarize him or her with the park and its operation.

On-Site Readiness

Preparation for the volunteer on their first day of work is important. The Division wants the volunteers to know their services are appreciated, and being prepared before they arrive, helps to demonstrate that appreciation. The volunteer should know their immediate supervisor, where their work space is, and when the training starts. The schedule should already be determined, and the staff should know the volunteer is coming. The specifics of what the Volunteer Manager will do versus what the supervisor will do with regard to the paperwork and orientation should also be decided before the volunteer arrives.

Orientation

Most volunteers will require some orientation to acquaint them with the mission of the Division of Parks and Recreation, to introduce them to the park, their job and co-workers, their specific worksite, and the performance and attitudes expected of them.

The job of orientating a new volunteer is easier for the immediate supervisor when a "formal" orientation session is held. Some of the important things to cover in the orientation are as follows:

- The volunteer's assignment: where, what, when, why, and with whom.
- Who to go to for help.
- Work schedule.
- Time keeping arrangements.
- Use and care of state-owned equipment.
- What to do in case of an accident or injury.
- How the job relates to the rest of the park operation.
- Liability protection and the importance of working within the scope of the volunteer agreement.

Training

Careful recruitment, directed at potential volunteers who already have the specific skills that the park staff has identified in the initial assessment process can significantly reduce the need for on-site volunteer skills training, however, some on-site training will always be required in an active volunteer program. The time devoted to volunteer training will be well invested, providing not only greater program efficiency but also increased job satisfaction among volunteers.

Volunteer training can be designed to serve a variety of needs. Pre-job training usually acquaints new volunteers with the work they will be doing and is sometimes combined with orientation. On-the-job training can be used to clarify expectations, extend knowledge, improve skills, or to meet individual needs. Sometimes advanced training is provided to encourage personal growth. However training is used, it should be an ongoing process; not a one-time activity.

Supervision

Supervising volunteers requires the very same skills and techniques as supervising paid employees. Volunteers want adequate supervision, direction, and guidance so that their donated time is utilized effectively. Just as in supervising paid employees, the goal of a good volunteer supervisor is to help the volunteer feel productive, successful, supported, recognized and rewarded. As they receive no monetary reward for their work, their "reward" is a feeling of accomplishment and a sense of belonging. Volunteers want to take pride in their work and in their association with the Division of Parks and Recreation. A successful volunteer supervisor knows this, and keeps morale and productivity high by making each volunteer feel wanted and a part of the working team.

Parks with a small staff and large volunteer programs, or programs that require more coordination might consider recruiting a volunteer to serve as assistant volunteer manager. This individual could handle some of the administrative tasks such as scheduling, training, and perhaps recruiting. However, the designated park volunteer manager must directly supervise such a volunteer and must not lose touch with the program's operation.

Volunteers may decide to end their services for any number of reasons. Whatever the reason the volunteer's service ends, the supervisor should evaluate the volunteer with fairness. The volunteer also should have an opportunity to evaluate the volunteer program. If the volunteer intends to use the work experience as a means of qualifying for a particular job, he or she may request a letter from the supervisor verifying the type of work performed. Completion of service should be noted on the agreement for voluntary services.

How Much to Expect from Volunteers?

Volunteers—like all workers—need to know what is expected of them. Good supervisors clearly communicate their expectations. No volunteer sets out to do a bad job. So, supervisors should define what doing a good job is. Don't believe that just because volunteers are unpaid, you shouldn't expect much from them. If you have high expectations from your volunteers you will most likely receive good results. If you believe that volunteers cannot do a good job for you or cannot be trusted to do a good job, then you will probably get minimal results.

Challenge your volunteers! Moderately difficult work, even very difficult work, is more motivating than work that is too easy. Most comments made by volunteers during informal evaluations indicate that many of them leave organizations because they were bored.

Make sure your volunteers know how much you count on them to arrive on time, produce the desired results they have agreed to provide, present a good customer service attitude, and understand why their work is important.

Clearly communicate your expectations regarding:

- Reporting work-related problems.
- Not doing tasks beyond the scope of their responsibility.
- Maintaining appropriate relationships with co-workers.
- Following established procedures.

What Should Volunteers Expect?

In addition to making your expectations known to volunteers, don't forget to ask about their expectations too. If some expectations are unrealistic, say so.

Volunteers have a right to:

- A clearly defined job.
- Adequate training.
- Tools to do the job well.
- Adequate workspace.
- Cordial relations with paid staff and other volunteers.
- Be involved in all decisions that affect them.
- Feedback (positive and negative) on their work.
- Be appreciated.
- The opportunity to discuss issues or problems concerning their work.
- Most of all...volunteers have a right to expect the Division to be respectful of their time and to make certain that the time is invested in tasks and activities that are truly important.

Communicating with Volunteers

Supervisors must be available to volunteers. Volunteers should have the ability to meet with, and talk with supervisors on a regular basis. Availability encourages volunteers to consult with their supervisor if they encounter difficulties. If a volunteer has a question, they need to know to whom they can go to for an answer. You don't want them to waste time wondering what to do, or worse, doing the wrong thing. Open and free communication is perhaps the most important aspect of building a sense of equality among volunteers and staff. Don't let your volunteers begin to feel like they are not an integral part of your work. Keep your staff informed about where and when volunteers are working and what they are doing. Including volunteers in staff meetings is a good way to foster open communication and good working relationships.

Supervising Groups

Keeping supervisory control over the actions of a volunteer club can be tricky. A club has its own identity, its own structure and rules, and they will view themselves as volunteering as a group rather than as individuals. In this situation a balance must be struck. The volunteers need to feel ownership of and responsibility for the project. Here are some ways to balance the two needs:

- Offer clear and simple guidelines. Define the goals through incremental objectives.
- If the project/activity has been done before, give the group all the information you have about what was done previously, and what worked and didn't work.
- Be clear about the various jobs that need to be done. Indicate how the jobs work together toward the common goal.
- Clearly outline supervisory responsibility between you, the group, and its individual members. Make sure everyone is in agreement about who is in charge of what and of who.
- Establish dates and a channel for communications between you and the group.
- Get the group to appoint its own "volunteer manager." This is especially important for a one-shot event, such as a weekend construction project. Work with this person to help with recruitment, on-the-job supervision and overall management. Make sure the person understands that he or she is in charge of overseeing the project.

In delegating "chunks" of work to an outside group you are entering into a relationship with a partner which will be somewhat different from other types of supervisory relationships. The group will probably not look at you as its supervisor but may be willing to look toward you as an advisor who will help it do its work successfully. Your role is to gain trust, help define what needs to be done so that the Division gains successful results, and then to give the group whatever assistance is needed.

Handling Difficult Volunteers

Contrary to the "be nice" mentality that surrounds volunteerism. Who are they:

- Volunteers who are verbally, emotionally, and even physically abusive.
- Volunteers who are corrupt, unethical, betray confidences and become inappropriately involved in matters not related to their responsibilities as a volunteer.
- Bullies.
- Volunteers who are inept, yet who are "untouchable" because of some protector, person, tradition, or length of time with the program.
- Self-serving volunteers.

Ways to Confront and Control a Problem Volunteer:

- Document the effects their actions have had. Remind them of the commitment they made and how more appropriate actions are necessary to fulfill these. Correct improper assumptions and understandings and explain why it was inappropriate.
- Set a way to measure new behavior. End with a projection of your confidence that they can change the behavior.
- If the behavior is not corrected, produce document V-5, review their agreement and explain consequences of non-compliance.
- Follow through on consequences. Document your discussion and place in file.

Frequent, informal evaluations by the supervisor and the volunteer can be a great help to a volunteer program. Supervisors should conduct an informal interview with each new volunteer after the first month or six weeks. This will identify potential problems before they arise and give both parties a chance to review the job description. Volunteers should receive a written evaluation from their supervisor using form V-5. Volunteers should also be asked to evaluate the volunteer program at the same time they are being evaluated using form V-6.

Termination

Volunteers may terminate their service with the Division at any time. It is requested that volunteers who intend to resign provide advance notice of their departure and a reason for their decision. Additionally, both the volunteer and volunteer's supervisor should officially terminate the volunteer service agreement in writing by signing and dating the form that was previously completed before service began.

A volunteer may be terminated, if necessary. The Division of Parks and Recreation is not obligated to keep a volunteer in service if he or she is not performing satisfactorily. The volunteer supervisor should terminate the agreement if the volunteer repeatedly does not fulfill responsibilities, and attempts to correct the situation have failed. If problem-solving measures do not improve the situation and the volunteer cannot be assigned to another project or task, he or she should be given notice (unless circumstances warrant immediate termination) that his or her services will no longer be needed. Just as in an employment situation, adequate notice gives people a chance to adjust their schedules. Even in cases of required termination, the supervisor should evaluate the volunteer with fairness, and the volunteer should be given an opportunity to evaluate the program.

Any volunteer who works with the Division may be dismissed or otherwise disciplined for any of the following causes:

- Failure to perform the duties and carry out the obligations imposed by the state constitution, state statutes, or rules of the department.
- Inefficiency, incompetency, or negligence in the performance of duties.
- Physical or mental incapacity for performing assigned duties, if NO reasonable accommodation can be made for the disabling condition.
- Refusal to accept a reasonable and proper assignment from an authorized supervisor.
- Insubordination or conduct unbecoming a Division volunteer or conduct detrimental to good order and discipline in the department.
- Intoxication on duty.

- Careless, negligent, or improper use or unlawful conversion of state property, equipment or funds.
- Conviction of any felony.
- Violation of park regulations or state general statutes while on park property.
- Failure to follow work safety rules and procedures.
- Habitual pattern or failure to report for duty at the assigned time and place.
- Unexcused absences.
- Misstatement or deception in volunteer enrollment process.
- Possession of illegal substances.
- Project or job is complete and no additional help is needed.

Recognition and Awards

One key element of a successful volunteer program is recognition. Both formal and informal recognition should be an integral and ongoing part of your volunteer program. The most effective volunteer recognition occurs in the day-to-day interchange between the volunteer and staff.

Creative Recognition Ideas

- Stop by while volunteers are working to speak to each one.
- Smile and call them by name.
- Take time to take a personal interest in and develop a relationship with the volunteer.
- Labeled area to place coats, hats, personal items.
- Keep track of the length of time they have worked for you.
- Provide a suggestion box.
- Bulletin board with pictures of your volunteers at work.
- Inclusion in staff meetings and staff gatherings (i.e., staff cookout).
- Referring to your work corps as “staff” - some unpaid, some paid.
- Volunteer spotlight article on the DPR Web site.

Each park may want to have an annual recognition event for volunteers. Cookouts and other informal gatherings are nice ways to get staff, volunteers, and their families together for recognition. Local merchants, community leaders, and support groups may be invited to participate. This is a good way to interest potential volunteers and get the community involved.

Presentations of awards at annual recognition events may be made by district superintendents or superintendents.

Funds donated to the volunteer program through the Division, parks’ local cooperative organizations, or the Friends of State Parks may be used for special recognition of volunteers who exhibit exemplary performance, or long-term service. Pending availability, these funds may be used for recognition events.

North Carolina Department of Environment and Natural Resources
Division of Parks and Recreation

VOLUNTEER AWARDS RECOGNITION

Minimum Hours of Service

Less than 100 Hours - Volunteers should receive a 'Thank You' note/card and state parks lapel pin.
100 Hours – Letter of recognition signed by the Superintendent and a special token of appreciation.
250 Hours – Letter of recognition signed by the Director and a special token of appreciation, and up to a three-night stay camping at a state park.
500 Hours –Certificate of appreciation signed by the Director and one free, up to a five-night stay, camping at a state park.

Volunteers are also eligible for the special achievement award offered through the Division's Award Program and for special recognition at regional volunteer awards events sponsored by the Governor's Office.