

VOLUNTEER HANDBOOK

A convenient reference tool for community groups!

The logo for Volunteer Leduc features a stylized white 'V' with a dot above it, followed by the word 'Volunteer' in a white script font and 'Leduc' in a white bold sans-serif font below it.

**Volunteer
Leduc**

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First Questions to Ask

Determine your organization's need for volunteers. Ask the following questions:

- What draws volunteers to your organization?
- How can volunteers contribute to the overall success of your organization?
- What motivations can your organization provide to volunteers?
- What are your organization's expectations for volunteers?
- What can volunteers expect from your organization?

Volunteer Edmonton, Introduction to Volunteer Management

Overview of Organization

Organization's History and Structure

Provide a description of your organization's history and structure to educate individuals on their value as a volunteer. As an organization, detailed information on mission, vision, and goals should be provided and available to volunteers.

Position Descriptions

Position description content should include:

- Position Title
- Client Group
- Purpose of Position
- Activities/ Duties
- Time Frame
- Length of Commitment
- Estimated Hours of Commitment
- Scheduling
- Location
- Qualifications/ Training/ Skills
- Benefits
- Staff Contact
- Evaluation

APPENDIX 1 - Sample "Position Description"

McCurley and Lynch, 2011

Recruitment Presentations

Before recruiting volunteers identify your target groups.

- Tell the community about your organization
- Describe your needs and how volunteers will meet them
- Explain benefits of volunteering with your organization

Recruitment should be an ongoing, a continually addressed process, and monitored by your organization.

APPENDIX 2 - Sample “Recruiting a New Volunteer Checklist”

Volunteer Edmonton, Introduction to Volunteer Management

Application Process

10 Steps of Screening

Volunteer Canada’s Safe Steps Screening Program provides an easy-to-use method for organizations to ensure safety and reduce risk of liability implications. Screening plays a role in risk management and should be a mandatory process for individuals working with children, youth or other vulnerable populations. The key to a successful screening program is applying the steps that best suits a particular position within your organization.

1. Risk Assessment-Examine potential risk and liability issues within each program or position
2. Clear Position Description –Ensure responsibilities, expectations and screening procedure are comprehensive and meaningful
3. Establish a Formal Recruitment Process
4. Use an Application Form – Standard and specific information required for position (medical exam, driver’s record, police records check, etc.)
5. Conduct Interviews –Provides an opportunity to gather potential volunteer’s background information, skills, interests, and availability to determine if the individual is the “right” fit for the organization
6. Follow up on References
7. Request a Police Records Check (if applicable to position)
8. Conduct Orientation and Training Sessions – Allows the opportunity to inform volunteers about policies, procedures and organizational structures
9. Supervision and Evaluation- Appropriate support and feedback
10. Follow Up with Program Participants

Volunteer Bénévoles Canada, Volunteer Screening

Application

The application process acts as a screening tool to determine if individuals are truly interested in the volunteer position.

Application Form content:

- Reasons for volunteering – How they found out about your organization? What brought them here?
- What position they are looking for?
- What they want in a volunteer experience?
- What skills do they possess?
- What is their availability?
- What type of commitment are they looking for?
- Background Information – Name, address, previous volunteer experience, and a current resume
- Organization Information – Advise applicants of potential interview screening processes, as well as, necessary commitment to orientation and training.

APPENDIX 3 – Sample “Volunteer Application Form”

Charity Village, Methods of Screening Potential Volunteers

Interview

Steps to a Successful Interview

- **Prepare** – Read resume/application and prepare specific questions before hand, as well as position descriptions of possible opportunities.
- **Establish Rapport** – Make the individual feel comfortable and create a friendly atmosphere. Focus on individual before focusing on organization and programs. Discuss various volunteer possibilities (if applicable). Explain purpose and opportunities that the organization has to offer to determine level of interest and intentions of applicant.
- **Provide Requirements** – Discuss information such as commitments, training requirements, confidentiality etc. about the organization and the position(s).
- **Close** – Respond to any questions or concerns applicant might have. Describe the next steps required (if applicable).
- **Evaluate** – Review the information provided and determine if the person is the “right” fit for the organization.
- **Reference Check** - Narrow potential candidates and contact provided references.

APPENDIX 4 – Sample “Interview Questions”

APPENDIX 5 – Sample “Reference Check Checklist”

APPENDIX 6 – Sample “Reference Check Questions”

McCurley and Lynch, 2011

Hiring and Welcoming New Volunteers

Introducing volunteers to an organization sets the stage for success, while encouraging a more positive team dynamic. Recommended is to send a 'welcome letter' to all new volunteers to recognize their value to the organization. Suggested inclusion in this letter is; a documentation of the volunteer position description, supervisory contact information, organization's address, as well as orientation or training dates/times.

APPENDIX 7 – Sample "Hiring a New Volunteer Guidelines"

APPENDIX 8 – Sample "Welcome Letter"

Training

Volunteer training procedures ensure confidence in both the organization and volunteer. This will provide opportunity for new volunteers to gain a clear understanding of their role within the organization. A training/orientation session generates a welcoming environment for new members of an organization to ask questions and feel supported. When new volunteers feel needed and appreciated, organizations have a better chance at retaining volunteers long-term.

Code of Conduct/Confidentiality

As an organization, it is important to acknowledge that volunteers also represent the organization. Volunteer's interactions with employees, clients and the general public will reflect the organizations reputation. During hiring and/or training of new volunteers, include any prohibited behaviours the organization does not approve of. All information regarding rules and regulations surrounding inappropriate behaviour should be included in an organizations polices. More detailed information can be found in Policies section.

During the hiring process, a 'Volunteer Confidentiality Agreement' should be discussed, signed by the volunteer and documented.

It is the organization's responsibility to distinguish what information is considered confident, proprietary or privileged. This information may include exposure to a member of staff, fellow volunteer, or client. Failure to maintain confidentiality may result in termination of the volunteer's relationship with the organization or other corrective action.

When creating a 'Volunteer Confidentiality Agreement', include the organization's expectations, conflict management, or other common occurrences within the organization.

APPENDIX 9 – Sample "Confidentiality Checklist"

APPENDIX 10 – Sample "Volunteer Confidentiality Agreement"

APPENDIX 11 – Sample "Photography Consent and Release Form"

Emergency Procedures

To decrease potential liability issues resulting, organizations should ensure that emergency procedures are implemented and reviewed with volunteers in case of an emergency, such as: fire, flooding, electrical, weather, or first aid emergency.

Volunteers on Site

Hospitality/Volunteer Area at Events

A volunteer hospitality area is recommended at events. This provides volunteers a sense of appreciation for their commitments. Volunteers, just like employees, work hard and should be rewarded with a place to take a break and relax.

Hospitality/Volunteer Area could include the following:

- Volunteer registration table
- Required equipment/supplies necessary (safety vests, flashlights)
- First aid equipment
- Sunscreen and bug spray
- Snacks, water/beverages
- Contact supervisor information

On Site Issue Reporting

Potential risk factors or issues should be brought to volunteers' attention prior to an event. Appropriate emergency procedures and knowledge of respectable locations should be reviewed.

Emergency Review could include the follow:

- First Aid Kits & Responders
- Muster Point(s)
- Incident Report Forms
- Emergency Contact Information
- Security/Policing on site
- Other potential risk factors

APPENDIX 12 – Sample “Volunteer Incident Report Form”

APPENDIX 13 – Sample “Volunteer Grievance Policy Checklist”

Rest Breaks and Related Activities

As mandated by the province, public areas are to be smoke free. It may be important to reiterate this point for the sake of clarity with volunteers. Point out any special areas designated for smoking, eating, coffee breaks and whether there are food services on premises. Many organizations ban the use of alcoholic beverages on site or prior to engaging volunteer activities. Such policies should be clearly stated.

Volunteer Recognition and Benefits

For many organizations, volunteers are relied on for its overall success. A strategy for motivating and supporting volunteers is essential to maintain engagement. As a volunteer, they tend to associate with organizations that support their needs, create a sense of belonging and provide tangible rewards. It is the organizations responsibility to recognize potential reasons that would draw an individual to a particular organization.

Reasons for volunteering:

- To make new friends, socialize or get out of the house
- To maintain skills
- To continue to be part of an organization or sport community
- To feel useful
- To create business contacts
- To transition into a new life stage
- To have fun
- To improve the community
- To get community recognition or gain status
- Opportunity for growth and accomplishments

A key motivational factor for individuals choosing to volunteer for a particular organization is recognition. As part of a volunteer program, recognition is one of the most important processes because it contributes to morale, productivity and retention.

Rules for Recognition:

- 1) Appreciation is necessary for retention
- 2) Give it frequently
- 3) Give it via a variety of methods
- 4) Give it honestly
- 5) Give it to the person, not the work
- 6) Give it appropriately to the achievement
- 7) Give it consistently
- 8) Give it on a timely basis
- 9) Give it in an individualized fashion
- 10) Give it for what you want more of

'Recognition Program' ideas:

- Provide opportunities to meet others and be introduced to social circles
- Formal and informal thank-you
- Remembering birthdays or special events
- Provide Volunteers within decision making
- Giveaways or small gift
- Personal note from the Board
- End of the Year picnic, party or banquet
- Saying something positive about volunteer
- Giving a plaque, certificate, award based on volunteer
- Honouring volunteers' service

McCurely and Lynch, 2011

Insurance and Liability Coverage

Volunteers must be taken into account when obtaining liability insurance, just as employees would be within an organization. Ensure that volunteer coverage is suitable for activities and duties that are required. Be sure to discuss special event coverage with your provider if applicable. Volunteers should be provided with a brief statement to describe what insurance coverage is in place to protect them from potential liability issues.

What is Risk Management?

Risk Management identifies threats and opportunities through ongoing internal and external examination, analysis and adjustment. Plans must be filtered through the entire organization to manage risk effectively to protect an organization, staff, clients and volunteers. The risk management plan should involve the organization to:

- Identify risk
- Determine and evaluate its risk likelihood
- Control and respond to the risk (Stop, Eliminate, Minimize, or Transfer Liability)
- Review and update risks and procedures

Techniques to minimize risk:

- Review volunteer role descriptions
- Screen volunteers based on risk
- Train volunteers to be prepared for risk
- Implement appropriate policies regarding risk potential

McCurely and Lynch, 2011

Risk includes three key issues:

1. The frequency of loss occurring (how often)
Example: Organizations that have long-term volunteers have a potential for a greater risk of injury vs a short term volunteer.
2. The consequences of loss (how costly/severe)
Example: Volunteer mishandling cash
3. The perception of loss (effect on stakeholders' needs, issues, and concerns)
Example: Volunteer who has a poor attitude and behavior can negatively impact the reputation of the organization.

Volunteer Dismissal/Resignation/Leaving/Program Evaluation

Dismissal of a volunteer will take place if a volunteer is unreliable, irresponsible, and disruptive, demonstrates inappropriate behaviour, or fails to adhere to the policies and procedures of the organization. Regardless of the reason for leaving, exit interviews should be conducted for all volunteers, in person, if possible.

APPENDIX 14 – Sample “Termination of a Volunteer Guidelines”

Exit Interviews

Exit interviews provide:

- Valuable information about why volunteers leave
- Ideas and suggestions for improving the position
- Suggestions for changes to the volunteer program
- Insight into problems or issues
- An evaluation tool to help make ongoing improvements to volunteer relationships

Sample Exit Interview Questions

1. What’s the main reason you’re leaving the organization?
2. Are there other reasons for you leaving that will help us improve the volunteer program?
3. How would you rank your experience with us? [Have a scale of 1-5 on a variety of things like training, orientation, recognition, etc. and have the volunteer rank these.]
4. What did you like or dislike about the volunteer position you had?
5. Are there things about the position that should change?
6. Can you identify the ways that you felt supported while you were with us?
7. Can you give us some ideas to improve the support to volunteers?
8. Did you feel adequately oriented to your volunteer position?
9. Was there sufficient training to do the work? How can we do better in the future?
10. In what ways did you feel you made a difference to our cause?
11. Did you feel that recognition was appropriate and frequent?
12. Can we use any of your comments as a testimonial to others about volunteering here? Is there some key piece or idea you wish to convey about your experience that would help us to recruit other volunteers?

Appreciation and recognition for a volunteer leaving:

- Send a follow-up thank you letter or gift
- If you had a less than perfect relationship with the volunteer, have a colleague conduct the exit interview
- Be open to the comments made by the volunteer and implement worthy ideas

APPENDIX 15 – Sample “Thank You / Exit Letter”

Program Evaluation:

The intent of evaluation is to uncover problems (low rates of volunteer retention; need for additional training) and to reward accomplishment. Much like individuals, organizations and programs need to know when they are successful. Without measurements of what success is and when it has been accomplished, it is impossible to know when you have “won”.

In developing the evaluation plan, consider the following questions:

1. What would volunteers like to know about themselves, about the programs?
Hours contributed benefits to clients, etc.
2. What would staff who work with volunteers like to know?
Numbers of volunteers in their area, number of clients served, etc.
3. What would top management like to know?
Who utilizes volunteers, value of volunteer time donated, etc.?
4. What would the Volunteer Program Manager like to know?
Where volunteers are coming from, rate of volunteer turnover, etc.?

Volunteer Management Policies

Volunteer program management also requires the creation of formal rules and procedures. After the determination of why volunteers are to be involved, the organization will need to develop its own set of policies and procedures governing the engagement of volunteers. Not every item will be appropriate for every organization, nor will the specific policy items suggested necessarily conform to how the organization wishes to work with its volunteers.

Some items have options of construction included in [brackets] to indicate that an alternative course of policy-making is possible in that item.

1. The Volunteer Program

1.1 Overall policy on use of volunteers

The organization accepts and encourages the involvement of volunteers at all levels in the organization and within all appropriate programs and activities.

1.2 Purpose of the volunteer policy

Provide overall guidance and direction to staff and volunteers engaged in the volunteer involvement and management efforts.

1.3 Scope of the volunteer policy

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

1.4 Role of the volunteer management department

Volunteer management department is to provide a central coordination point for effective volunteer involvement within the organization, and to direct and assist staff and volunteer efforts jointly to provide more productive services.

1.5 Definition of 'volunteer'

A "volunteer" is anyone who without compensation or expectation of compensation, beyond reimbursement of expenses incurred in the course of his or her volunteer duties, performs a task at the direction of and on behalf of the organization. A "volunteer" must be officially accepted and enrolled by the organization prior to performance of the task.

1.6 Special case volunteers

The organization also accepts volunteers as those participating in student community service activities, student intern projects, and alternative sentencing programs, employee volunteering programs, and other volunteer referral programs. In each of these cases,

however, special case volunteers originate and must identify responsibility for management and care of volunteers.

1.7 Group volunteers

Special arrangements will be undertaken when members of a group or an organization volunteer their time as a group effort. These arrangements will include changes in normal orientation, training, screening and record keeping requirements as determined necessary by the Volunteer Management Department.

1.8 Friends, relatives, clients and family members as volunteers

Friends, relatives, and family members of staff and volunteers are encouraged to volunteer. All individuals will go through the standard volunteer application procedures.

1.9 Service at the discretion of the organization

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

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

1.10 Volunteer rights and responsibilities

Volunteers are viewed as valuable resource to this organization. Volunteers shall be extended the right to be given meaningful assignment, the right to be treated as equal co-workers, the right to effective supervision, the right full involvement and participation, and the right to recognition for work done. In return, volunteers shall agree to actively perform their duties to the best of their abilities and to remain loyal to the values, goals and procedures of the organization.

1.11 Scope of volunteer involvement

Volunteers may be involved in all programs and activities of the organization, and serve at all levels of skill and decision-making.

2. Volunteer Management Procedures

2.1 Maintenance of records

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

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

2.2 Conflict of interest

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

2.3 Dress code

As representatives of the organization, volunteers, like staff, are responsible for presenting a good image to clients and to the community. Volunteers shall dress appropriately for the conditions and performance of their duties.

2.4 Timesheets

Individual volunteers are responsible for the accurate completion and timely submission of timesheets.

3. Volunteer Recruitment and Selection

3.1 Positions descriptions

Volunteers benefit from a clear, complete, and current description of the duties and responsibilities of the position that they are expected to fill. Prior to any volunteer assignment or recruitment effort, a position description must be developed for each volunteer post. This will be given to each accepted volunteer and used in subsequent management and evaluation efforts.

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

3.2 Staff requests for volunteers

Requests for volunteers shall be submitted in writing by interested staff, complete with a draft position description and a requested timeframe. All parties should understand that the recruitment of volunteers is enhanced by creative and interesting jobs and by advance notice.

3.3 Recruitment

Volunteers shall be recruited by the organization on a pro-active basis, with the intent of broadening and expanding the volunteer involvement of the community. Volunteers shall be recruited without regard to gender, disability, age, race or other condition. The sole qualification for volunteer recruitment shall suitability to perform a task on behalf of the organization

3.4 Recruitment of minors

Volunteers who have not reached the age of majority must have the written consent of a parent or legal guardian prior to volunteering. The volunteer responsibilities assigned to a minor should be performed in a non-hazard environment and should not go against child labour laws.

3.5 Interviewing

Volunteers will be interviewed to ascertain their suitability for and interest in that position. The interview should determine the qualifications of the volunteer, their commitment to fulfill the requirements of the position, and should answer any questions that the volunteer might have about the position.

3.6 Health screening

In cases where volunteers will be working with clients with health difficulties, a screening procedure may be required prior to confirming the volunteer assignment. In addition, if there are physical requirements necessary for performance of a volunteer task, a screening or testing procedure may be required to ascertain the ability of the volunteer to safely perform that task.

3.7 Criminal Records check

As appropriate for the protection of clients, volunteers in certain assignments may be asked to submit to a background criminal record check. Volunteers who do not agree to the background check may be refused assignment.

3.8 Vulnerable Sector Check

Where volunteers are to be placed in direct contact with at-risk clients, additional screening procedures may be instituted. These procedures may include reference checks, direct background investigation, criminal investigation, etc. Volunteers who refuse permission for conduct of these checks will not be accepted for placement with clients.

3.9 Falsification of Information

Falsification of information, including material omission or misrepresentation, on a volunteer application is grounds for immediate dismissal.

3.10 Terms of work agreement

Volunteers may be asked to sign an agreement as to a designated term of work. This agreement will normally be required of positions for which extensive training is required or positions that involve matching of volunteers with individual clients in the one-to-one relationship.

3.11 Timing of acceptance

Volunteers should be informed of the outcome of their application as expeditiously as possible, preferably within one week. Volunteers should be informed of a projected timeline for determination of their application at the time of their initial interview and updated if processing takes longer than expected.

3.12 Probationary period

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

3.13 Re-assignment

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

3.14 Leave of absence

At the discretion of the supervisor, leaves of absence may be granted to volunteers. This leave of absence will not alter or extend the previously agreed upon ending date of the volunteer's term of service.

4. Volunteer Training and Development

4.1 Orientation

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

4.2 On-the- job training

Volunteers will receive specific on-the-job training to provide them with the information and skills necessary to perform their volunteer assignment

4.3 Staff involvement in orientation and training

Staff members with responsibility for the delivery of services should have an active role in the design and delivery of both orientation and training of volunteers.

4.4 Continuing education

Just as with staff, volunteers should attempt to improve their levels of skill during their terms of service. Additional training and educational opportunities will be made available to volunteers during their connection with the organization where deemed appropriate.

4.5 Conference attendance

Volunteers are authorized to attend conferences and meeting that are relevant to their volunteer assignments, including those run by the organization and those run by other organizations. Prior approval from the volunteer's supervisor should be obtained before attending any conference or meeting if attendance will interfere with the volunteer's work schedule or if reimbursement of expenses is sought.

4.6 Risk management

Volunteers will be informed of any hazardous aspects, material, equipment, processes or persons that they may encounter while performing volunteer work and will be trained and equipped in methods to deal with all identified risks.

5. Volunteer Supervision and Evaluation

5.1 Requirement of a supervisor

Each volunteer who is accepted to a position with the organization must have a clearly identified supervisor, who is responsible for direct management of that volunteer. This supervisor shall be responsible for day-to-day management and guidance of the work of the volunteer, and shall be available to the volunteer for consultation and assistance. The supervisor will have primary responsibility for developing suitable assignments for the volunteer, for involving the volunteer in the communication flow of the agency, and for providing feedback to the volunteer regarding their work.

5.2 Volunteers as volunteer supervisors

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

5.3 Volunteer management training for members of staff

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

5.4 Lines of communication

Volunteers are entitled to all necessary information pertinent to the performance of their work assignments. Volunteers should be consulted regarding all decisions that would substantially affect the performance of their duties.

5.5 Absenteeism

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

5.6 Standards of performance

Standards of performance shall be established for each volunteer position. These standards should list the work to be done in that position, measurable indicators of whether the work was accomplished to the required standards, and appropriate timeframes for accomplishment of the work.

5.7 Refusal of assignments

Volunteers have the right to refuse any tasks or work, especially where they go beyond those that are outlined in their volunteer position description. It is the responsibility of staff not to make unreasonable demands on volunteers.

5.8 Harassment

A respectful work environment is essential to the wellbeing of both paid and unpaid employees. Harassment of an applicant, employee, volunteer or program participant on the basis of race, religion, color, national origin, ancestry, mental or physical disability, medical condition, political activity, marital status, sexual preference, sex or age will not be tolerated. Harassment includes: verbal harassment, physical harassment, visual forms of harassment, and sexual harassment. All volunteers should speak to their staff supervisor immediately if they are made to feel uncomfortable through any behaviors or comments of participants, staff or other volunteers.

5.9 Alcohol and drugs

All volunteers should report to work fit to perform their responsibilities. The use of possession of alcohol or illegal drugs is strictly prohibited.

Any volunteer who reports for service under the influence of illegal drugs and other controlled substances is subject to immediate termination.

5.10 Evaluations

Volunteers shall receive periodic evaluation to review their work. The evaluation session will review the performance of the volunteer, suggest any changes in work style, seek suggestions from the volunteer on means to enhancing the volunteer's relationship with the organization, convey appreciation to the volunteer, and ascertain the continued interest of the volunteer in serving in that position. The evaluation session is an opportunity for both the volunteer and the organization to examine and improve their relationship and effectiveness.

5.11 Written basis for evaluation

The position description and standards of performance for a volunteer position should form the basis of an evaluation. A written record should be kept of each evaluation session.

5.12 Staff responsibility for evaluation

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

5.13 Dismissal of a volunteer

Volunteers who do not adhere to the rules and procedures of the organization or who fail satisfactorily to perform a volunteer assignment may be subject to dismissal. No volunteer will be terminated until the volunteer has had an opportunity to discuss the reasons for possible dismissal with supervisory staff. Prior to dismissal of a volunteer, any affected member of staff should seek the consultation and assistance of the Volunteer Program Manager.

5.14 Injuries

Volunteers should immediately report any injuries sustained while volunteering to their immediate supervisor.

6. Volunteer Support and Recognition

6.1 Reimbursement of expenses

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

6.2 Access to organization property and materials

As appropriate, volunteers shall have access to property of the organization and those materials necessary to fulfill their duties, and shall receive training in the operation of any

equipment. Property and materials shall be used only when directly required for the volunteer task. This policy includes [does not include] access to and use of organization vehicles.

6.3 Insurance

Liability and accident insurance is [is not] provided for all volunteers engaged in the organization's business. [Volunteers are encouraged to consult with their own insurance agents regarding the extension of their personal insurance to include community volunteer work. Specific information regarding such insurance is available from the volunteer management department.]

6.4 Recognition

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

6.5 Informal recognition

All staff and volunteers responsible for volunteer supervision are encouraged to undertake methods of recognition of volunteer service on a regular basis throughout the year. These methods of informal recognition should range from simple a "Thanks you" to a concerted effort to include volunteers as full participants in decision making and implementation for projects which involve the volunteer.

McCurely and Lynch, 2006

Youth Engagement Success

Youth volunteering is one of the fastest growing areas of volunteer involvement

- Youth volunteer program should be designed as a job experience, career exploration, or apprentice program, not as a social club.
- Volunteering should give students an opportunity to see the direct impact their volunteering has for the organization and to learn what it is like to have an engaging, rewarding, and exciting job.
- Youth need to be guided in a positive and supportive manner to learn the professional expectations of the organization. This guidance comes in part from an orientation session for young volunteers.
- All staff should buy into the idea of utilizing youth volunteers, and no limits ought to be placed on their growth potential. If youth volunteers only see themselves as greeters or cage cleaners, they may not find their work interesting and meaningful, causing their self-esteem to go down. This could result in the organization losing them as a volunteer.
- Utilizing youth volunteers means that as an organization, you are competing with their need for income. It is important that youth volunteers can recognize that the experience your organization can provide is rewarding and beneficial to them. In designing roles for youth, consider the volunteer's need to "experience the experience". Make the goals clear, but allow the job to be loose enough for youth to be able to discover the best way to do an activity, by trial and error or observation. When young people are given freedom to grow, they retain their enthusiasm. Youth are often in the mode of exploring options. They may want to sample a particular role and then switch to another. This does not necessarily indicate a lack of responsibility, but rather a search for who they are and what role will fit with their unique talents.
- Consider providing opportunities for youth to be involved in some decision making processes and implementation of new ideas, with supervision.
- Be considerate that young people frequently have many time demands, especially during the school year. Make sure you support youth volunteers, as trying to balance schoolwork, part-time jobs and volunteer work can be difficult at times. Make sure that youth volunteers are open about their schedules. Being about to have flexible schedules is important as an organization, as volunteers are taking time out of their day to be there for you.

McCurely and Lynch, 2006

References

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- Volunteer Edmonton. Introduction to Volunteer Management. Retrieved from <http://www.volunteeredmonton.com>*



APPENDIX

APPENDIX 1 – Sample “Position Description

Position Description

Position Title: Adult Day Program Assistant

Client Group: Seniors with cognitive impairments

Purpose of Position: To assist staff in providing program activities, while creating a social, safe, stimulating environment.

Activities/ Duties:

- Assist in planning and implementing of social and recreation activities, such as games, cards, indoor gardening
- Participate in social and recreational activities with clients
- Support clients in participation of activities and provide on-on-one attention, if needed.
- Assist clients with mobility challenges
- Caring, friendly and patient attitude
- Willingness and ability to take direction from staff

Time Frame: 10:00 a.m. - 1:00 p.m.

Length of Commitment: January- April (4 month period)

Estimated Hours of Commitment: 8 Hours

Scheduling: Monday and Wednesday

Location: Adult Day Centre

Qualification/ Training/ Skills:

- Criminal record check
- Standard first aid certification
- Well-developed interpersonal and communication skills
- Sensitivity to the needs and challenges of the client population
- Physical ability to assist someone from a sitting to standing position
- Assist people with mobility aids and lift light equipment

Benefits: Opportunity to help individuals' maintain a healthy independent lifestyle, as well as meet new people and be a part of an energetic work environment. Free lunch will be provided daily.

Staff Contact: Sandy Jones

Evaluation: Clients enjoy and participate at Adult Day Centre programs

Position Title: Basketball Scoreboard Keeper

Client Group: Dunkers Basketball Team

Purpose of Position: To keep track of score and time throughout a basketball game

Activities/ Duties:

- To listen and follow directions of referee during a game
- Input score information into scoreboard
- To stop and start clock when directed
- Be respectful of athletes and coaches during game
- To be able to work independently

Time Frame: 1 hour + Arrive 15 minutes before warm up

Length of Commitment: 3 months

Estimated Hours of Commitment: Minimum of 1 game per month

Scheduling: Please sign up with volunteer coordinator

Location: various locations (dependant on team's schedule)

Qualification/ Training/ Skills:

- 16+ years old
- Understand basics of scoreboard

Benefits: Opportunity to watch Dunkers basketball game close up! As well, will have free entry, water bottle and t-shirt.

Staff Contact: John Roberts

Evaluation: Score and time is correctly display on scoreboard.

Position Title: Office Assistant

Client Group: Agency staff and clients

Purpose of Position: To carry out general office and reception work that contributes to quality service

Activities/ Duties:

- Answering telephone and calling members/volunteers for scheduling
- Updating client records and other record-keeping/data entry activities
- Filing, photocopying and faxing
- Greeting office visitors and portraying a friendly, welcoming environment
- Promoting the organization in a positive manner

Time Frame: 9:00 a.m. - noon or 1:00 p.m. - 4:00 p.m.

Length of Commitment: Minimum period of six months

Estimated Hours of Commitment: 3 Hours

Scheduling: One half day: Monday to Friday

Location: Agency office

Qualification/ Training/ Skills:

- Pleasant and professional manner in person and on the phone
- Strong interpersonal and organizational skills
- Working knowledge of English - both written and spoken
- Able to learn data entry skills and basic computer literacy
- Comfortable with and knowledge of office machinery
- Respect, patience and understanding of clients

Benefits: Contribute to the efficient functioning of an organization that promotes healthy and independent living. Use or sharpen your office and interpersonal skills. Work in a friendly environment with others who want to make a difference.

Staff Contact: Mary Walter

Evaluation: All office duties are completed, as well as visitors' needs are addressed accordingly

Position Title: Community Soccer Coach

Client Group: 8-10 year old boys & girls

Purpose of Position: To supervise and coach a community soccer team

Activities/ Duties:

- Plan and implement soccer practices
- Coaching and supervision of soccer players, including provide feedback, drills and exercises to increase proficiency on the soccer field
- Mentor and supervise assistant coaches
- Attend all soccer games and practices

Time Frame: 4:30 p.m. - 6:00 p.m. (Practice) & 5:00 p.m. - 6:00 p.m. (Game)

Length of Commitment: April to July

Estimated Hours of Commitment: 4 Hours

Scheduling: 2 Practices per week (Monday and Wednesday) & 1 Game Day (Tuesday or Thursday)

Location: Community Soccer Field

Qualification/ Training/ Skills:

- NCCP level one certified
- Respect in Sport certification
- Standard first aid
- Criminal record check
- Experience in teaching or coaching children
- Caring, friendly and patient attitude

Benefits: An opportunity to enhance coaching skills in a community environment. Free coaching T-shirt and whistle.

Evaluation: Athletes have a positive experience within soccer practice and games. Athletic and skill improvement is gained from beginning to end of session

APPENDIX 2 – Sample “Recruiting a New Volunteer Checklist”

Recruiting a New Volunteer Checklist

Date

Volunteer Name

Group/ Organization

Position

Supervisor

Recruitment & Retention Process

- Prepare clearly defined job descriptions.
- Identify the needs and risks of the position.
- Look at each position individually to access special requirements of each position. E.g. Criminal Record Checks, Vulnerable Sector Check, Intervention Record Check, First Aid, Driver's License, Driver's Abstract, ProServe.
- Prepare Application Form, make forms accessible for people to take and fill in.
- Post notices or mail requests for position.
- Contact local volunteer centre.
- Thoroughly screen applicants for position.
- Schedule interview.
- Access candidates for the position.
- Provide necessary documentation to volunteer. E.g. Criminal Record Check forms.
- Schedule Orientation Session.
- Schedule Training Session.
- Evaluate volunteer.
- Follow up with volunteer.
- Focus on benefits to the volunteer including provided training and support, networking and community involvement.

APPENDIX 3 – Sample “Volunteer Application Form”

Volunteer Application

Criminal Record Checks may be required. If you are unwilling to provide us with the information necessary to complete a Criminal Record Check, we cannot provide you with an opportunity to volunteer with {Organization}.

** Please print clearly*

Personal Information

Date of Submission: _____

Name: _____

Address: _____

City/Prov: _____ PC: _____

Phone (h): _____ Phone (c): _____

Email: _____

Emergency Contact Information

**In case of accident or illness, please notify the following individual.*

Name: _____

Relationship: _____

Phone (h): _____ Phone (c): _____

Medi-Alerts: _____

Interests

Position(s) of Interest: (Example: Board of Directors, Senior Services etc.):

Special Skills, Abilities or Qualifications

* E.g. First Aid, fitness training, languages spoken, etc.

References

* Not family or close friends

Name: _____ Phone: _____ Relationship: _____

Name: _____ Phone: _____ Relationship: _____

Email Consent

As of July 1, 2014, Canada's Anti-Spam Legislation (CASL) came into effect. The legislation requires that "(NAME OF ORGANIZATION)" obtain your consent prior to sending you Commercial Electronic Messages (CEMs). These may include, but are not limited to: newsletters and special event information.

**Please indicate whether you would like to receive electronic communications in the future by placing a check mark in the appropriate box

Yes

No

Affirmation of Truthful Information

* Please read carefully and sign. By signing and submitting this Volunteer Application, I acknowledge this information is true and accurate. I authorize the (NAME OF ORGANIZATION) to obtain references from the individuals listed above.

Signature Date

Signature can be typed for an online application. An official signature will be requested at a later date.

Parent/Legal Guardian Consent for Those Under 18 Years of Age

I am aware of and agree with my child volunteering with the (NAME OF ORGANIZATION).

Printed Name Signature Date

Signature can be typed for an online application. An official signature will be requested at a later date.

APPENDIX 4 – Sample “Interview Questions”

Interview Questions

1. Tell me a little bit about yourself and some of your interests and hobbies.

2. What are a few of your special skills or strengths that make you an ideal volunteer candidate?

3. Have you volunteered before? Where? How long? What did you do?

4. What do you think makes a person a good volunteer?

5. What do you know about our organization? Why do you want to volunteer with us?

6. What types of tasks do you see yourself doing here? Give me a description of an office assistant.

7. How many hours a day/week would you like to volunteer?

8. What is important to you as you think about volunteering? What do you see as the result of your volunteering?

9. Is there anything else you would like us to know about you?

10. Do you have any questions about the position?

Other Questions to Consider:

- Your interests, skills, and past experiences
- Availability
- Time commitment
- Volunteer service opportunities/areas
- Police Security Check form (if applicable)
- Liability waiver form
- Training
- References
- Physical Job – standing, etc.

I am aware that the {Position Title} for {Organization} and I have discussed the above topics. I have had any questions that I had answered and any concerns addressed about these topics.

Volunteer's

Signature: _____ Date: _____

Organization's

Signature: _____ Date: _____

APPENDIX 5 – Sample “Reference Check Questions”

Reference Check Question

General questions:

- How long have you known the applicant for?
- Would you rehire the applicant? Why or why not?
- How does the applicant handle difficult situations?
- Was the applicant reliable and punctual?

Questions for applicants who will be working with children, seniors, people with disabilities or other vulnerable clients:

- Has the applicant worked with vulnerable clients before?
- How did the applicant deal with conflict and discipline?
- In your opinion, are there any reasons why placing vulnerable clients in the care of the applicant would be harmful

Question for applicants for mentoring positions:

- Does the applicant possess leadership qualities?
- How do you like the applicant would react to a leadership role?
- Do you like the applicant can handle managing multiple tasks at once?
- Has the applicant been involved in mentorship positions before? If so, How did they handle it?

APPENDIX 6 – Sample “Hiring a New Volunteer Guidelines”

Hiring a New Volunteer Guidelines

Date

Volunteer Name

Group/ Organization

Position

Supervisor

- Make offer of position to volunteer
- Provide necessary documentation to volunteer, such as:
 - Safety Guidelines
 - Waivers
 - Permission Slip
 - Photography Consent Form
 - Authorization for Emergency Medical Care
 - Disclaimer Volunteer Application
 - Volunteer Confidentiality Agreement
 - Confidentiality Checklist
 - Volunteer Incident Report Form
 - Privacy Act Statement
- Introduce volunteer to Employment Guidelines of the organization
- Schedule Orientation Session
- Schedule Training Session
- Set up buddy system or mentoring program
- Schedule first check in
- Set up email, password codes, alarm codes and computer codes for volunteer
- Distribution of keys

APPENDIX 7 – Sample “Welcome Letter”

Welcome Letter

{Organization}

{Date}

{Contact Name}

{Address}

{City, Province Postal Code}

{Country}

Dear {Volunteer's Name}:

On behalf of the {Organization} board of directors, I would like to welcome you to {Organization}. We are delighted that you have chosen to volunteer for {Organization/Team Name}; you will be helping us meet our mission, vision and goals.

Thank you for your time and commitment. I am sure you will benefit from your experience with us. Your role will be invaluable to our project and we look forward to your contributions. We do recognize that the most valuable assets of any organization and for that matter any community are the people. It is our goal to be a kind and respectful workplace where people are recognized for their strengths and will be given the opportunity to reach their full potential.

A Volunteer Handbook will be provided to answer some of the questions you may have and of course our team is here to support you; the staff and other volunteers will always be on hand to help you.

If you have any questions please feel free to contact me at {Phone Number and/or Email}. Once again welcome and thank you.

Yours truly,

{Coordinator's Name}

Volunteer Coordinator

APPENDIX 8 - Sample “Confidentiality Checklist”

Confidentiality Checklist

Date

Volunteer Name

Group/ Organization

Position

Supervisor

- Obtain consent for collecting, using and disclosing personal information, except when inappropriate, in the form that is appropriate to the kind of information concerned. If the individual modifies or withdraws his or her consent, respect the changes.
- Collect personal information only for reasonable purposes and only as much as is reasonable for those purposes. Collect personal information directly from the individual concerned and inform the individual of how you will use and disclose the information.
- Use and disclose personal information only for the purposes for which it was collected, unless the individual consents or the Act permits the use of disclosure without consent.
- On request, provide an individual with information about the existence, use and disclosure of the individual's personal information and provide access to that information, if reasonable. On request, correct information that is inaccurate.
- Ensure that any personal information is as accurate as necessary for the collection purposes; ensure that personal information is secure; and keep the information only as long as reasonable for business and legal reasons.
- Designate an individual to make sure you comply with the Act and make information about the organization's management of personal information available on request.
- Everyone in your organization, including volunteers should know how to respond, if approached by the media to give a statement about your organization. It is important to designate someone to deal with the media specifically and ensure that all volunteers know who that is. This will take pressure off your staff, prevent any misinformation, ensure privacy of specific information and allow for consistency in communications with the public.

APPENDIX 9 – Sample “Volunteer Confidentiality Agreement”

Volunteer Confidentiality Agreement

I, _____, recognize that my position and responsibilities as a
(Print full name)
volunteer with the {Organization/Team Name} may allow access to information that is not part of the public record, not generally available to the public, personal, private or sensitive in nature (hereinafter "confidential information") about the {Organization/Team Name} business activities and related information regarding clients, participants, residents, volunteers, employees, or any other person.

All confidential information, which comes to me during my volunteering with the {Organization/Team Name}, shall be kept confidential, in perpetuity.

I understand and accept that should I breach this Confidentiality Agreement, it may result in my immediate dismissal.

_____ Volunteer's Full Name	_____ Volunteer's Signature	_____ Date
_____ Witness' Full Name	_____ Witness' Signature	_____ Date

Personal Information is collected in accordance with section 33(c) of the Freedom of Information and Protection of Privacy Act (FOIP) and is protected by FOIP. If you have any questions about the collection and use of the information, please contact the organization

OFFICE USE ONLY

Date Received: _____

APPENDIX 10 – Sample “Photography Consent and Release Form”

Photography Consent and Release Form

I, _____, hereby authorize the (INSERT NAME OF ORGANIZATION) to use and reproduce any and all images of myself, captured through video,

photo, and/or digital camera, on _____ at (INSERT LOCATION), for the sole purposes of producing, publishing and printing (INSERT NAME OF ORGANIZATION) promotional materials, print and web publications including the web sites and social media channels of the (INSERT NAME OF ORGANIZATION) and its associated departments and divisions.

It is understood that my signature releases any and all rights to these images and that I/we will not receive any financial remuneration or other form of compensation.

I also understand that I may not receive any prior notification from the (INSERT NAME OF ORGANIZATION) that any of the captured images are being used or the format of that use.

All images electronic files, negatives and positives, together with the produced material, are owned by (INSERT NAME OF ORGANIZATION).

In giving my consent, I hereby release and hold harmless the (INSERT NAME OF ORGANIZATION) and their agents, employees, officials, representatives and contractors from any and all responsibility or liability for damage of any kind suffered in any manner whatsoever.

Name: _____ Signature: _____

Witness: _____ Signature: _____

Name(s) of subject(s):

1 _____ 3 _____

2 _____ 4 _____

Contact Information:

Address _____

City _____ Phone _____

The personal information on this form is being collected for the purpose of producing, publishing and printing (INSERT NAME OF ORGANIZATION) promotional material, print and web publications, under section 33(c) of the Authority of the Freedom of Information and Protection of Privacy Act. Should you have any questions regarding the information collected on this form, you may contact (INSERT NAME OF ORGANIZATION) (INSERT ORGANIZATION CONTACT INFORMATION).

For office use

Date: _____ Event: _____ Photographer: _____

APPENDIX 11 – Sample “Volunteer Incident Report Form”

Volunteer Incident Report Form

Date _____

Volunteer Name _____

Group/Organization _____

Position/Event _____

Supervisor _____

Details of the Incident

When did the incident occur? Date: _____ Time: _____ AM / PM

Where did it occur? _____

What were the incident details? _____

Reason for

Treatment: Allergies: _____ Medication: _____ Medical Alert: _____ Injury: _____ Other: _____

Provide Description: _____

Was First Aid treatment provided? Yes _____ No _____ (If "Yes", please give details)

Was Emergency Medical Services notified? Yes _____ No _____ (If "Yes", please give details)

General

Were there any witnesses? Yes _____ No _____ (If "Yes", please give details)

Witness Name: _____

Witness Address: _____

Phone 1: _____

Phone 2: _____

Authorized Personnel (Supervisor)

Name: _____

Position: _____

Signature: _____

Date: _____

APPENDIX 12 – Sample “Grievance Policy Checklist”

Grievance Policy Checklist

Date

Volunteer Name

Group/ Organization

Position

Supervisor

Policy for handling complaints and concerns:

- Try to resolve any differences between volunteers.
- All conflicts must remain discrete and not involve other members of the organization.
- Develop a Human Rights/Sexual Harassment Policy.
- Develop an "exit protocol" for your organization. Whether this is a telephone call or written letter of resignation when a volunteer intends to discontinue serving the organization.
- If a volunteer "signs on" for a predetermined time with a specific ending point, you may determine that no notice of resignation is necessary.
- Send the volunteer a thank you card.
- Set a policy for determining clear guidelines for termination and set this out in the organizations volunteer orientation manual and include these details in the positions' job description. Some items which can be outlined as reasons for termination are confidentiality, failure to carry out duties assigned and failure to complete required training.

APPENDIX 13 – Sample “Termination of a Volunteer Guidelines”

Termination of Volunteer Guidelines

Date

Volunteer Name

Group/ Organization

Position

Supervisor

- Trust your observations and make decisions accordingly.
- Inform all staff of the length of the volunteer's probationary period.
- Unless you have clear and irrefutable proof that the volunteer intends to harm a participant, you avoid mentioning this possibility for reasons of liability.
- The basis for termination a volunteer should be his or her performance in relation in the position.
- Whenever possible, provide the volunteer with the reasons for termination.
- Emphasize the organization's duty to properly fill positions involving the security of vulnerable persons.
- Finally, always thank them for having taken the time to try it out and perhaps suggest a different position for them to volunteer in.

APPENDIX 14 - Sample “Thank You/Exit Letter”

Thank you/Exit Letter

{Organization}

{Date}

{Contact Name}

{Address}

{City, Province Postal Code}

{Country}

Dear {Volunteer's Name}:

On behalf of the {Organization} board of directors, I would like to personally thank you for your recent contribution of time to the {Organization / Team Name}. This event could not have been a success without the help of you and the many other volunteers who donated their time.

{Body Content} [USE THIS PARAGRAPH OR TWO TO HIGHLIGHT SPECIFIC ACCOMPLISHMENTS, SUCH AS NUMBER OF VOLUNTEERS, NUMBER OF HOURS WORKED, ETC. CONSIDER THANKING PARTICULAR PEOPLE BY NAME, SUCH AS THOSE WHO VOLUNTEERED THE MOST TIME.]

Once again, the {Organization} thanks you for your efforts and contribution of time!

Sincerely,

{Coordinator's Name}

Volunteer Coordinator