

VOLUNTEERS

Contact Information: <ul style="list-style-type: none">▪ City of Cambridge Attn: Colleen Lichti, Recreation Co-ordinator Community Service Department 50 Dickson Street Cambridge, Ontario N1R 5W8 519.740.4681 ext. 4603 lichtic@cambridge.ca www.cambridge.ca	Due Date:	Cost:
---	------------------	--------------

OVERVIEW:

- Volunteer management is not a simple process. In the past, volunteer management has often been overlooked and disregarded. Yet, research points to the fact that a volunteer program requires the same type of managerial effort if not more than any other program operation would require.

YOUR RESPONSIBILITY:

- Strive to achieve an effective volunteer management program for your special event by following the steps to obtaining and retaining volunteers
- Have each event volunteer complete a **City of Cambridge Volunteer Agreement / Release and Waiver Form** – See Appendix for copy
- Ensure all volunteers receive a Risk Management pamphlet provided by the City of Cambridge. See Appendix for example.
- See the Security Section of this manual for additional information regarding volunteer security.

STEPS TO OBTAINING AND RETAINING VOLUNTEERS:

The *Volunteer Management Process* suggests an eight-step course of action that can be used to blossom volunteers. It includes

1. Plan Your Special Event
2. Develop & Design Your Jobs
3. Recruit Volunteers
4. Screen & Interview Volunteers
5. Orient & Train Your Volunteers
6. Supervise Your Volunteers
7. Motivate & Recognize Your Volunteers
8. Evaluate Your Volunteers (McCurley & Lynch, 1989).

This attainable process allows for an effective volunteer program to be implemented. Attempting to deal with the later steps before completing the

earlier steps and rushing to recruit volunteers before developing jobs for them to perform will only confuse the volunteers and the organization. The section below provides a brief summary of the components to the process.

1. Plan Your Special Event

To retain volunteers, plan the concept of your special event first. After you have planned the concept of your special event, you can begin developing and designing the volunteer jobs.

2. Develop and Design Your Jobs

Once the program has been formed, determine the job responsibilities and decide upon the skills, attitudes and knowledge needed for the position.

The Job Development and Design Process includes:

- A job description that outlines each of the volunteer's responsibilities, including a job title, the duration of the commitment, tasks and approximate time commitment each month. Please feel free to use the *Volunteer Job Description Template* found in the appendix of this section.
- A written overview of the organization
- Policies and procedures manual
- A supervisor who is in charge of orienting them and training them to work resourcefully within the organization.
- Determining the skills, attitudes and traits needed to do this job. For an exercise on this, please see *Volunteer Recruitment Planning Exercise* in the appendix of this section.
- A *Volunteer Registration Form* for interested volunteers to complete. An example of this form can be found in the appendix of this section.

3. Recruit Your Volunteers

Recruitment is the process of seeking volunteers whose skills, attitudes and traits fall in line with the program's purpose. Your effort then, should be placed on seeking and identifying individuals whose motivating factors will enhance your volunteer position.

Things to Know or Have Before Recruiting Volunteers:

- Where to find volunteers with the skills, attitudes and traits for the job position.
- How to appeal your potential volunteers to your recruitment effort.
- A *Volunteer Registration/Application Form*. For an example of this form, please refer to the appendix of this section.

Feel free to use the exercise in the appendix of this section entitled, *Volunteer Recruitment Planning Exercise* to help you determine the answers to these questions.

Now that you know the type of people, skills, attitudes and traits that you are looking for in a volunteer, you can actually begin recruiting. Remember that recruitment is an ongoing task and your committee must be continually planning for the future. It is crucial that you don't develop continuity by having a few people leave and a few people join each year.

Helpful Hints To Recruiting Volunteers are:

- Enlist the help of everyone in your organization to brainstorm strategies and places to recruit new volunteers. Your satisfied volunteers can be your best recruiters, so get them involved.
- Have a volunteer section on your event website with information about volunteer positions, an application form to download etc.
- Use multi-media communication methods to reach your volunteers. Some examples include mass media (TV, radio, newspaper, etc.), community newsletters, public speaking, videos, exhibits, direct mail, referrals, word of mouth (one to one contact), listing your special event in the Activities Guide, Volunteer Cambridge, Welcome Wagon and related directories etc.
- Approach individuals, service clubs, professional associations, high schools and/or companies to volunteer at your special event.
- Provide opportunities for people to volunteer as individuals, in groups or as a family.
- Be straightforward and honest about the time commitment, skills, attitudes and traits required for the position.

4. Screen & Interview Your Volunteers

Once the recruitment process has attracted a number of candidates, the most critical step in the management process begins - the screening and interviewing process (McClure, 1990). Screening and interviewing volunteers are necessary so that one may determine the needs and wants of the potential volunteer and whether these needs can be adapted and utilized within the agency.

Depending on the nature of the volunteer placement, different procedures for screening volunteers are appropriate. All volunteers should be screened by one or several methods.

Methods of Screening and Interviewing Include:

- A completed 'Volunteer Registration/Application Form'
- An interview
- Reference checks
- Police criminal records checks, confidentiality forms etc.

Sometimes your volunteers will not suit the position that you have screened and interviewed them for. In this case, you should not offer them the position

but instead, refer them to another volunteer position or opportunity. Remember to always follow-up with them as it helps maintain your repertoire.

5. Orient & Train Your Volunteers

Regardless of the assignment, it is essential to develop an orientation and training program for the selected volunteers. If the volunteers understand your systems, operations and procedures, they will be able to contribute productively (McCurley & Lynch, 1989).

Orientation and Training Topics Include:

- Basic information about the organizational structure of your committee policies and procedures and an overview of your special event.
- Staff and volunteer introductions, a facility tour, a review of the volunteer job description, record keeping instructions, contact numbers, a schedule, a volunteer manual etc.
- Specific position training prior to the special event so that volunteers have time to understand and clarify their responsibilities. This will help your volunteer to feel prepared before the day of the event.
- Signing the Waiver of Liability and Assumption of Risk. All volunteers, including the core committee members should sign and date the waiver of liability and Assumption of Risk found in the appendix of this section. Each of these forms should be submitted back to the City of Cambridge for documentation and filing.
- Further training and skill development so to maintain and build their confidence and abilities, or to allow a person to move to a new position.
 - The City of Cambridge offers volunteer training on a regular basis. Some examples of training include Smart Serve Training, Programming & Action Planning, Risk Management and Effective Chairing. To find out more about these trainings, contact your Special Events Liaison.
 - If you or your special event committee is interested in a specific training, you can request it to your City Staff Liaison or your Special Events Liaison.

6. Supervise Your Volunteers

Each volunteer should have a supervisor or contact person to report to. This provides the volunteer with a resource to ask questions, receive guidance and feedback, give advice or ideas, someone to notify in case they will be absent and someone to ask for additional training.

Volunteer Supervision Includes:

- Delegating jobs
- Maintaining communication with the volunteers
- Offering and obtaining feedback on the job
- Recognizing and evaluating the volunteer

Volunteer Burnout:

It is sometimes easy to overwork your volunteers without knowing it, causing you to lose valuable volunteers. Losing volunteers results in:

- Losing the person's knowledge and experience
- The frustration caused by a new committee trying to change the basic foundation that has worked in the past

You can easily avoid volunteer burnout by:

- Move people around to different assignments
- Make sure volunteers share the workload to avoid one person taking on too much
- Obtain feedback on the job requirements from your volunteer

7. Motivate & Recognize Your Volunteers

All behaviour is motivated by something. Some individuals strive to achieve recognition while others seek achievement, control, variety, growth, affiliation, power, fun and/or uniqueness (McCurley & Lynch, 1989). Recognition of volunteers becomes an easy task when the organization understands what motivates the volunteers. When a volunteer's motivating needs are recognized, they are stimulated and encouraged to work harder within the organization. For an example, if a volunteer's motivating need is control, recognize the volunteer by giving them a leadership role at your special event.

Examples of Volunteer Recognition Include:

- Nominating a volunteer of the year
- Offering them discounts
- Writing a thank you card
- Placing their picture and a write-up in the local newspaper
- Serving a banquet
- Awarding volunteers Certificates and/or gifts
- Mentioning your volunteer contributions in a newsletter
- Taking them out for coffee
- Giving them a phone call
- Always making sure to thank your volunteers because they are giving their own time!

8. Evaluate Your Volunteers

Quality evaluations occur when both the volunteer manager and the volunteer are given time to evaluate the work performed. It is not a one-time event, but rather an ongoing process that needs to be fair, honest and objective. When evaluating your volunteers, use a formal evaluation form or touch base with them on a regular basis so that they know their strengths and their weaknesses.

Injury/Medical Emergency

Survey the Scene

Check Responsiveness

Call for Help

1. St. John Ambulance/Red Cross
2. Committee Chair
3. Park Attendants

Provide First Aid Treatment

Complete Accident and/or Incident Report

Control the Crowd

Respond to the Media

Fire

- Pull the closest fire alarm
- Direct the public out of the building. Do not go back into the building if there are people unaccounted for.
- Call 9-1-1 (EMS)
- Contact:
 - St. John Ambulance/Red Cross
 - Security
 - Committee Chair
 - Park Attendant
 - City Staff Liaison
- Complete Accident and Incident Report

Unsafe Indoor and Outdoor Facilities

- Contact park attendants to fix the risk area
- Contact:
 - Committee Chair
 - City Staff Liaison
- Control the area with personnel or ban the area from the public, if the affected area is not immediately fixable
- Complete an Incident Report

Missing Child

- Obtain information on child (i.e. name, age, height, weight)
- Contact:
 - Information Booth
 - Security
 - Committee Chair
 - Park Attendant
 - City Staff Liaison
- Survey the entire site for the missing child
- If the child is not found after 15 minutes, call 9-1-1 (EMS)

Rain, Thunder & Lightning

- Contact the committee chair.
Your rain venues are:
- **Your Car**
- Contact all event participants to inform them of the location change (i.e. food and craft vendors, entertainment, alcohol servers, etc.)
- Contact:
 - Park Attendee
 - City Staff Liaison
- Complete Incident Report

Theft

- Contact:
 - Security
 - Committee Chair
 - District Park Manager
 - City Staff Liaison
- Document your actions prior and following to the theft
- Complete Incident Report

For more information on Risk Management, please contact:
Phone: (519) 740-4681 ext. 4262
E-mail: yorkej@city.cambridge.on.ca

EMERGENCY CONTACT INFO

Name: _____
 Home Ph #: _____
 Emergency Contact: _____

 Home Ph: _____
 Bus Ph: _____
 Relationship: _____



Vandalism

- Contact:
 - Park Attendee
 - Committee Chair
 - City Staff Liaison
 - Security
- Gather any witnesses and obtain as much information as possible
- Complete an Incident Report

Electrical Emergency

- Contact:
 - Committee Chair
 - Park Attendee
 - City Staff Liaison
- Contact Little Electric (621-2500)
- Complete Incident Report

Power Outage

- Contact:
 - Committee Chair
 - Park Attendee
 - City Staff Liaison
- Contact the park attendants to set up a generator
- Complete Incident Report

Food Sanitation Emergency

- Contact:
 - St. John Ambulance/Red Cross (in case of food poisoning)
 - Committee Chair
 - Park Attendee
 - City Staff Liaison
 - Cambridge Health Dept.
- Complete Incident and/or Accident Report

General Sanitation Emergency

- Ask park attendants to maintain the area of sanitation risk
- Contact:
 - Committee Chair
 - City Staff Liaison
- Complete an Incident Report

What to do in case of an emergency...

Emergency Action Principles

Survey the Scene

Check Responsiveness

Call for Help

1. St. John's Ambulance
2. Committee Chair
3. Park Attendants
4. City Staff
5. Information Booth

Provide First Aid Treatment

Complete Accident and/or Incident Report (available at Info Booth)

Control the Crowd

Respond to the Media

Fire

- Pull the closest fire alarm
- Direct the public out of the building. Do not go back into the building if there are people unaccounted for.
- Call 9-1-1 (EMS)
- Contact:
 - St. John's Ambulance
 - Committee Chair
 - District Park Manager
 - City Staff
- Complete Accident and Incident Report

Unsafe Indoor and Outdoor Facilities

- Contact district park manager and park attendants to fix the risk area
- Contact:
 - Committee Chair
 - City Staff Liaison
- Control the area with personnel or ban the area from the public, if the affected area is not immediately fixable
- Complete an Incident Report

Missing Child

- Obtain information on child (i.e. name, age, height, weight)
- Contact:
 - Committee Chair
 - District Park Manager
 - City Staff
- Survey the entire site for the missing child
- If the child is not found after 15 minutes, call 9-1-1 (EMS)
- Complete Incident Report

Rain, Thunder & Lightning

- Contact the committee chair.
Your rain venues are:
Cambridge Centre for the Arts,
- Contact all event participants to inform them of the location change (i.e. food and craft vendors, entertainment, alcohol servers, etc.)
- Contact:
 - District Park Manager
 - City Staff
- Complete Incident Report

Theft

- Contact:
 - Committee Chair
 - District Park Manager
 - City Staff
- Document your actions prior and following to the theft
- Complete Incident Report

For more information on Risk Management, please contact:
Phone: (519) 740-4681 ext. 4603
E-mail: lichtic@city.cambridge.on.ca



Vandalism

- Contact:
 - Committee Chair
 - District Park Manager
 - City Staff
- Gather any witnesses and obtain as much information as possible
- Complete an Incident Report

Electrical Emergency

- Contact:
 - Committee Chair
 - District Park Manager
 - City Staff
- Contact Little Electric (621-2500)
- Complete Incident Report

Power Outage

- Contact:
 - Committee Chair
 - District Park Manager
 - City Staff
- Contact the park attendants to set up a generator
- Complete Incident Report

Food Sanitation Emergency

- Contact:
 - St. John's Ambulance (in case of food poisoning)
 - Committee Chair
 - District Park Manager
 - City Staff Liaison
 - Cambridge Health Dept.
- Complete Incident and/or Accident Report

General Sanitation Emergency

- Ask park attendants to maintain the area of sanitation risk
- Contact:
 - Committee Chair
 - District Park Manager
 - City Staff
- Complete an Incident Report

**See reverse side of booklet for
EMERGENCY ACTION PLANS!**

- Be sure to tell the operator:**
1. Your first and last name
 2. Your location
 - Closest intersection
 - Location at park
 - Landmarks, buildings, etc.
 3. Your phone number
 4. The emergency situation
 - What?
 - When?
 - Why?
 - How?

When Calling EMS...

Emergency Phone Numbers

- Ambulance, Fire, Police (EMS) 9-1-1
- Non-Emergency Police line (519) 650-8500
- (519) 653-7700
- (519) 223-1395
- (519) 658-5037
- Poison Information Centre 1-800-268-9017
- Alcohol & Gaming Commission of Ontario 1-800-522-2876
- Environment Canada 1-800-668-6767
- Fraser Lock & Safe Inc. (519) 621-6691
- Galt Glass (519) 621-7761
- L.C.B.O. 1-800-668-5226
- Little Electric (519) 621-2500
- Ontario Provincial Police 1-888-310-1133
- Ron Beer Plumbing and Heating (519) 658-6879
- Smart Serve Ontario (416) 695-8737
- Weather (Toronto Forecast) (519) 743-9400 ext 8343
- Park Staff (Special Event Cell) (519) 223-2495
- Electrical Safety Authority (519) 223-1342

Event & Committee Information

Event Name: Cambridge Highland Games	
Event Times: Friday, July 16 — Saturday, July 17 (6:00pm - 11:00pm) (9:00am—9:00pm)	
Location of Event: Churchill Park & McIntosh Arena	
Chairperson: Duncaun McLeod	Phone #: Radio Contact
City Contact: Colleen Lichti/Taylor Hall	Phone #: (519) 223-0295 Cell or radio
Committee Member:	Responsibility:
Albert Nichols	Treasurer
Craig Bigley	Pipe Band Coordinator
Pat Hicks	Convenor
Brenda Clements	Volunteer Coordinator
Jeffrey McLeod	Beer Tent Coordinator
Barb Franklin	Highland Dancing Coordinator
Jim Proudfoot	Board Member
Jim Oswald	Board Member
Michael Jones	Board Member

**For more information on Risk Management, please contact:
Phone: (519) 740-4681 ext. 4262**

CITY OF CAMBRIDGE

**Risk
Management**

Highland Games

Community Services Department



Christmas in Cambridge Volunteer Application



Have you volunteered with Christmas in Cambridge before? Yes No

Name: _____

Address: _____ Postal Code: _____

Telephone: (H) _____ (Cell or Work) _____

Email: _____

I want to volunteer at the following event(s): (check all that apply)

- Candy Cane Lane: Sat Dec 10, 10:30am-5:00pm Civic Square, Thorne St.
- Cartoon Christmas Party: Sat Dec 17, 1 - 4pm, Downtown Preston
- Family New Year's Eve Levee: Sat Dec 31, 6-8pm, Hespeler Arena

I want to volunteer in the following areas: (check all that apply)

- Crafts / Children's Areas Stage / Site / Rides / Parking Info Booth
- Costumed Characters (non-skating skating) Promotion

Volunteer and Work experience: Place, duties, dates you were there

Will you be reporting your volunteer hours for your 40 Community Involvement hours? Yes No

References Please list at least 2 references i.e. employer, volunteer supervisor, teacher.

Name: _____ Relationship _____ Phone Number _____

Name: _____ Relationship _____ Phone Number _____

I authorize investigation of statements herein. I hereby certify that the facts set forth in this application are true and complete to the best of my knowledge. Personal information contained on this form, collected pursuant to the Municipal Act, will be used for the recruitment of Special Event volunteers. Questions about the collection of personal information should be directed to the Public Access and Council Services Department at 740-4680 ext. 4079.

Applicant's signature

Date

If under 16, Parent/ Guardian's Name and Signature

print name

signature

date

phone #

Applications can be returned to, or mailed to: City of Cambridge, 73 Water St. N. 2nd Floor,
Cambridge, ON N1R 5W8 Attention: Recreation Co-ordinator, Volunteers

Fax: 740-3011 Phone: 740-4681 ext. 4603

Volunteer Agreement/Release and Waiver Form

(If you are under 18 years of age, a parent/ guardian signature is required)

Attention: please read the following very carefully as it affects your legal rights.

Event Name: _____ **Date(s):** _____

I, by signing below, in participating in volunteer activities with the Corporation of the City of Cambridge (the “City”) at the event listed above, and in consideration for the City allowing me to participate in the event, fully understand and agree to the following:

1. No pay, payment, salary, wage or employee benefits (such as accident/ disability/ medical/ dental or other insurance coverage) whatsoever will be paid to me and I will not be covered by Workplace and Safety Insurance Board coverage.
2. I acknowledge that performing volunteer activities may involve certain elements of risk or the chance of an accident and I hereby release the City and its elected officials, officers, employees and agents and their respective successors, assigns, heirs, and executors from all claims for loss, damage, or injury, except for that which is caused solely by the negligence of the City, its employees, or its agents.
3. I will abide by all applicable City policies and rules, as may be amended from time to time, and will follow all instructions of the appropriate City management staff person in carrying out the volunteer activities.
4. I will not use facilities, equipment and property owned by the City without the approval of a City staff person, and will not use them for personal purposes.
5. I will immediately notify the appropriate City supervisor of any incident that involves property damage or personal injury during my volunteer duties.

By signing this form:

- I acknowledge that I have read and understood the preceding conditions, release, and waiver; and
- I agree to the preceding conditions, release, and waiver.

If the volunteer is under the age of 18, by signing this form as a parent or guardian:

- I acknowledge that I have read and understood the preceding conditions, release, and waiver; and
- I agree to the preceding conditions, release, and waiver as they apply to my child.
- I have given permission for my child to participate as a volunteer in the event listed above.

Name of Volunteer: _____ **Date:** _____

Signatures: _____
Volunteer or Parent/Guardian *Witness*

Emergency Contact for Volunteer while he/she is at the event:

Name: _____ **Contact Number:** _____

NOTE: This form must be completed and signed by the volunteer or, if the volunteer is under 18 years of age, by their parent or guardian before being accepted by the City for volunteer activities.

Personal information contained on this form, collected pursuant to the Municipal Act, will be used for the management of Community Services Department volunteers. Questions about the collection of personal information should be directed to the City’s Freedom of Information and Privacy Co-ordinator at 519.740.4680 ext. 4079.



VOLUNTEER JOB DESCRIPTION TEMPLATE

Position Title: _____
(Volunteer's identification – give as much prestige as possible)

Location of Activity: _____

Function: _____
(General statement that identifies what the job is and why it is necessary)

Reports To:
Title: _____ Name: _____ Phone: _____

Responsibilities (list duties, be specific): _____

Time Commitment (specific days & hours if possible): _____

Qualifications (skills, knowledge, attitude): _____

Benefits of the Volunteer Experience: _____

Volunteer Risk Level (circle): 1A 1B 2 3 4 5 (see pg. 6 of Volunteer Policy)

Date: _____

VOLUNTEER RECRUITMENT PLANNING EXERCISE

VOLUNTEER POSITION:

What are the skills/ attitudes/traits needed to do this job?
(i.e. if we draw a picture of the type of person who could do this job, what would they look like? Cover age, sex, hobbies, possible occupations, related interests, and whatever else better illustrates the picture.)

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____

Based on this picture, where can we find these types of people?
(Think about work setting, educational institutions, leisure time organizations and activities, publications, they might read, parts of town in which they are likely to live, etc.)

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____

What motivations of this person can we appeal to in our recruitment effort?
(Self-help, job enhancement, socialization, learning new skills, career exploration, leadership testing, giving back to the community, keeping productively involved, meeting new people, etc.)

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____