

Volunteers In Policing



Division Coordinator's
Guidebook

SAN DIEGO POLICE DEPARTMENT

DIVISION VOLUNTEER COORDINATORS GUIDEBOOK TABLE OF CONTENTS

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INTRODUCTION AND OVERVIEW

MISSION STATEMENT

We are committed to creating a citizen volunteer program which will make the Department as efficient and productive as possible. We recognize the value and importance of developing a culturally diverse volunteer work force and of matching their skills with Department needs. Our goals are to improve Police-community relations by developing a spirit of cooperation and partnership with the community and to become a model of volunteer programs within the City of San Diego and California law enforcement agencies.

THE SAN DIEGO POLICE DEPARTMENT VOLUNTEER PROGRAM

The San Diego Police Department has been utilizing volunteers for a wide variety of job assignments for many years. Volunteer programs throughout the Department are considered model plans in volunteerism in the public sector. Volunteers are essential to Department operations and they help provide a level of customer service that could not be achieved by San Diego Police Department staff alone.

THE OFFICE OF VOLUNTEER SERVICES

The Office of Volunteer Services is open from 7:00 a.m. to 4:30 p.m., Monday through Friday. Generally, a staff member will be in the office to answer the phones or deal with walk-in traffic. In the event all staff members are out of the office, the messages can be left on voice-mail on the following phone numbers:

Sergeant	(619) 533-5729
Crisis Intervention	(619) 531-1504
Emergency Management Volunteers (EMV)	(619) 533-6535
VIP Processing Coordinator	(619) 531-1503
Volunteers In Policing (VIP)	(619) 531-1503
Volunteer Police Interpreters Program (VPIP)	(619) 531-1504
Retired Senior Volunteer Patrol (RSVP)	(619) 531-1507

ROLE OF THE OFFICE OF VOLUNTEER SERVICES

The Office of Volunteer Services was created to provide central organization, planning, and logistical support for volunteer activities sponsored by the Department. Specific responsibilities include training volunteers and defining volunteer positions within the organization. The Office is the repository for all records kept on volunteer activity.

VOLUNTEER PROGRAMS

The Volunteers In Policing (VIP) program was initiated in 1989 by the San Diego Police Department. The initial VIP staff was administered by the Public Affairs Unit with no operating budget or permanently assigned personnel. Nevertheless, VIP gained a foothold in the Department. In February 1992, the first unit totally dedicated to the development and administration of Department volunteer programs was established in the form of the Office of Volunteer Services. Under the direction of this office, the volunteer program has grown to almost 1,100 citizen volunteers.

The VIP program includes five components:

CRISIS INTERVENTION

Crisis Intervention Volunteers receive specialized training in crisis response techniques. Interventionists respond to scenes to assist citizens who have been traumatized by a crime or other critical incident. Interventionists provide immediate emotional support, referrals for long-term needs, such as resources for housing, food, legal and other practical assistance. This support allows officers to continue with other law enforcement duties.

EMERGENCY MANAGEMENT VOLUNTEERS (EMV)

Emergency Management Volunteers are a twenty-four hour, seven days a week call-out response team. EMVs respond to call outs with their own command post (mobile 5). EMVs have worked with Police Officers on numerous flood/high surf operations, missing person searches, special events, and emergency situations. EMVs do not work scheduled shifts or a particular area station unless it is for a pre-planned event.

RETIRED SENIOR VOLUNTEER PATROL (RSVP)

The Retired Senior Volunteer Patrol is comprised of volunteers, age 55 and older, who patrol and observe neighborhoods, check homes of vacationing residents, visit homebound and isolated persons, and conduct safety talks for school children and senior groups. RSVPs have vehicles and police radios to enhance patrol abilities and provide communication with Department personnel in the event police intervention is required.

VOLUNTEER POLICE INTERPRETERS PROGRAM (VPIP)

To meet the unique challenge of providing dozens of languages to the communities within San Diego, the Police Department created the Volunteer Police Interpreters Program. The VPIP utilizes the skills of volunteers who speak at least one language in addition to English. These volunteers are trained under a variety of circumstances and role-play situations. Volunteers are placed "on-call" to provide their valuable services when the opportunity arises. VPIPs always work directly in conjunction with police personnel.

VOLUNTEERS IN POLICING (VIP)

Volunteers in Policing form a core group who staff every Department facility. Volunteers fill classifications including clerical, administrative, technical and professional activities. VIPs assist by taking "cold" crime reports, fingerprinting, translating, staffing storefronts, developing operations manuals, and conducting computer research.

SUPERVISION OF VOLUNTEERS

EXPECTATIONS OF SUPERVISORS

There are two major responsibilities when supervising volunteers:

- 1) to see that tasks are successfully completed according to agency standards.
- 2) to enable the volunteer to experience growth, personal satisfaction, and increased self-confidence in the process of performing tasks.

Each supervisor* of a volunteer is expected to supervise the volunteer as they supervise their employees. The volunteer needs to be: oriented to the Division; given clear direction regarding the volunteer job assignment and work performance standards; notified of applicable City and Department policies, procedures and work standards; trained as needed; safe in the workplace; given feedback regarding their work performance; and officially recognized for their volunteer efforts.

- * A number of the Department volunteer programs use capable volunteers and Managers; ultimately every volunteer must be under the supervision of a sworn employee.

DIVISION VOLUNTEER COORDINATOR'S ROLE:

- 1) Maintain a roster of all volunteers assigned to the division. The roster will include the name, address, home telephone number, and the name of the volunteer's supervisor.
- 2) Maintain accurate status (active, inactive, separated, transferred) of volunteers including the number of hours worked monthly.
- 3) Ensure that monthly hour reports are submitted to the Volunteer Services Unit.
- 4) Make timely reports to the Volunteer Services Unit when the status of a volunteer changes.
- 5) Conduct exit interviews when a volunteer leaves the program.
- 6) Advise the commanding officer of the status of volunteers and volunteer programs.
- 7) Provide staff members who work with volunteers information on the operations (rules, philosophy, policies) of volunteer programs.

- 8) Assist in identifying tasks which could be performed by volunteers and in securing volunteers to perform those jobs.
- 9) Attend periodic meetings held by the Volunteer Services Unit.
- 10) Ensure that new volunteers receive Division orientation.
- 11) Ensure volunteers have a written job description and that a copy is maintained by the Division.
- 12) Ensure that volunteers receive adequate training.
- 13) Ensure that volunteers receive adequate recognition for their work.

UNIQUENESS IN VOLUNTEER SUPERVISION

1. Before volunteers begin to work with the agency, they should have the supervision and feedback system explained to them so that it is not a surprise element dropped on them without notice. Paid employees generally assume that there will be supervision and evaluation of their work. Sometimes volunteers do not, and they need to have this explained to them up front. They will generally take this as a sign that the agency is serious about its volunteer program.
2. Another issue is to get initial clarity on who will be the volunteer's supervisor - the Volunteer Coordinator or the person directly working with the volunteer. It is always advisable that the staff person working closely with the volunteer provide the supervision. It is essential to make certain that all parties are appraised as to who is the responsible party for the day-to-day supervision and management of volunteers.
3. Volunteers do take the time of the staff who supervise them. This must be understood and planned for in the organization, or staff may become rightfully resistant of volunteers.

ORIENTATION

The purpose of the orientation process is to make new volunteers feel welcomed and appreciated and to give them information which will assist them in performing their work effectively. Orientation involves giving volunteers an adequate background on the agency, its operation, and its procedures. Orientation is necessary because the volunteer needs to become a part of the organizational environment, a process which requires that the volunteer understand what the Department is about and how it operates.

Volunteer Services staff will schedule and conduct a formal Department orientation for all new volunteers. Mandatory EEO training will also be included in the orientation. Volunteers are expected to abide by the same supervision, rules of conduct, and ethical standards which govern paid staff.

Volunteers receive a Volunteer Guide Book. The Guidebook serves as a detailed reference handbook which provides valuable information about the organization and the Volunteer Program.

Unit supervisors and Division Coordinators will be responsible for conducting additional work place orientation with the volunteer.

TRAINING

Training is more specific than orientation and is tailored to each individual volunteer position. All volunteers will receive the following minimum training:

- T Orientation Training to the Division and/or Unit policies and procedures
- T Information on how the volunteer will interact with others in the system
- T Specific volunteer job duties and requirements
- T Safety Training

Each program deals with its unique characteristics. There is a plan for training volunteers and a person in charge of making it happen. The two programs in which Division Coordinators will have direct contact are:

VOLUNTEERS IN POLICING (VIP)

Each Division/Unit/Section is responsible for providing on-the-job training and orientation to the individual volunteer, as well as including volunteers in any pertinent training classes along with staff. Volunteers are encouraged to participate in regular City-sponsored training programs. Thorough on-the-job training enables the volunteer to work independently and be as productive as possible.

The Office of Volunteer Services will assist Supervisors/Coordinators in giving volunteers additional information, skills and assistance in performing their work more productively. Specifically, ARJIS/SUN training is mandatory for all volunteers who are assigned computer ID numbers.

RETIRED SENIOR VOLUNTEER PATROL(RSVP)

All RSVP members are required to attend a 40-hour Academy. The Academy is designed to give the volunteer and overview of the various responsibilities and duties of its members. Prior to attending the Academy, new members must go on a 10-hour ride along with a patrol officer.

Once RSVP members complete the Academy, they are required to attend a scheduled monthly training meeting. Each Division is responsible for conducting their meeting. This is important to keep all RSVP members current on safety and training issues.

ACCOUNTABILITY

Volunteers are generally expected to work a minimum of 16 hours each month. However, each volunteer program has their specific requirements. The volunteer will be provided a time sheet on which they will document the days and hours worked. Time sheets will be reviewed monthly by the immediate supervisor and then forwarded to the Division Volunteer Coordinator. **It is the responsibility of the volunteer to turn in their time sheets no later the 5th of each month.**

In turn, the Division Volunteer Coordinator will turn in a Division summary sheet to the Office of Volunteer Services no later than the 10th of each month. This report will contain hours worked by the volunteers, number of volunteers and their status (Active, Inactive, Transferred, Separated). Any update on unusual occurrences related to the volunteers i.e. illness, death, awards, change of status should also be included.

- Active:** The Volunteer is generating the minimum required number of hours per month.
- Inactive:** The Volunteer has contacted their Coordinator and requested a leave of absence with an anticipated return date.
- Transferred:** The Volunteer has transferred to another Unit/Division within the VIP program.
- Separated:** The Volunteer has requested to leave the program, been asked to leave by the Command, or has not produced any hours over three months and has failed to contact their supervisor as to why.

LEGAL/LABOR/PERSONNEL ISSUES

A. DEFINITION/ROLE OF VOLUNTEER

POLICY: Volunteers are individuals who perform services without pay ("voluntary service"). Voluntary service shall include service performed by any authorized volunteer* who receives no remuneration other than work assignment-related expenses. Volunteers are "at will" staff with no employee "rights" and are not represented by employee associations.

- * In order to be authorized, volunteers must complete a Volunteer Participation Agreement. The form contains the minimum language necessary to extend worker's compensation coverage to the volunteer, as well as to protect the City and volunteer in liability situations.

Volunteers will augment, not replace, paid staff positions. As such, volunteers will be treated as members of the San Diego Police Department team in order to enhance services provided to the community.

B. CONFIDENTIALITY

POLICY: As a volunteer in the San Diego Police Department, he/she may be exposed daily to sensitive and confidential information, which if divulged, could jeopardize someone's life or freedom. This may result in civil or criminal liability for the volunteer and the Police Department. Therefore, the San Diego Police Department must be assured that every employee and volunteer is trustworthy. Each Department, Division, Specialized Unit and/or Program will determine which volunteer positions would allow access to confidential information; and/or whether it is appropriate for volunteers to have access to confidential information. **All Volunteers** will complete a statement of confidentiality. While it is impossible to list everything that could be sensitive, the following topics should always be considered confidential:

- ! On-going criminal investigations
- ! Personnel investigations
- ! Personnel records or any information in them
- ! Criminal history records
- ! Civilian or criminal lawsuits in which the Department is a party
- ! Personal information about any Department employee
- ! Internal Department phone numbers that are not listed in the public telephone directory

C. LIABILITY COVERAGE

POLICY: As stated in City Council Resolution No. 286906

The City of San Diego shall defend and indemnify authorized volunteers from liability for acts which occur during the performance of volunteer service when such service is rendered pursuant to the Citywide volunteer program and is in compliance with City policies and procedures.

However, the City may refuse to defend and indemnify an authorized volunteer for any criminal act, or if the volunteer acted or failed to act because of fraud, corruption, actual malice or bad faith, or any volunteer who does not reasonably cooperate in the defense of the claim or action. To be eligible for defense and indemnification, the volunteer must make a written request for representation within five working days of having been served with the first complaint in any legal action. Nothing in [Council Policy No. 300-01] shall require the City to indemnify a volunteer against a claim for punitive damages.

All volunteer on-the-job injuries or vehicle accidents should be reported to Risk Management on the proper form.

Loss or damage of personal property used while providing volunteer services to the City is not reimbursable under the City's Personal Property Reimbursement Program.

D. RESOLUTION OF DISPUTES

POLICY: Volunteers who experience difficulties associated with their job duties should follow the chain-of-command complaint procedure utilized by paid staff. The volunteer should notify his/her immediate supervisor of the complaint. If the response is unsatisfactory or if the issue *is* the supervisor, the volunteer should notify the next level supervisor. Supervisors, as well as volunteers, may contact the Office of Volunteer Services for techniques in managing or resolving the complaint. If resolution is not possible, the volunteer **may** be given the options of selecting an alternate volunteer position or terminating from the volunteer position.

E. SECURITY CLEARANCE RELEASE (BACKGROUND CHECK) AND FINGERPRINTING

POLICY: **All volunteer positions within the Department require a security clearance.** Background checks will be required in all instances. Individuals applying for volunteer positions must complete a Personal History Statement. Similarly, each volunteer will be required to submit three fingerprint cards to the Department.

F. VOLUNTEER POSITION/JOB DESCRIPTIONS

POLICY: Volunteer position/ job descriptions must include: a position title, a complete list of job duties, and an identification of potential hazards/safety concerns.* Prior to or during the interview/screening process, this information must be given to the individual being considered. Once selected, a copy of the volunteer job description must be placed in the volunteer's file attached to the volunteer participation agreement.

* **Reminder: volunteer positions should be designed to augment, not replace, paid staff positions.** Position titles and job descriptions should not match any current employee job classification. Adding "aide" or "assistant" to current position titles (from paid staff job classifications) is acceptable.

G. WORKERS' COMPENSATION

POLICY: All City authorized volunteers are eligible for **Workers' Compensation Benefits** in the event of a work-related injury, per City Council Resolution No. 254933. If a volunteer sustains an injury, it must be reported immediately to a supervisor, who will follow the standard procedures for such injuries.

PROCEDURES FOR PROCESSING VOLUNTEER APPLICANTS

RECRUITMENT

Various avenues of recruitment are utilized such as:

- T Existing city and other agency volunteer program coordinators,
- T Newspaper and other media to include the Internet; and
- T Service clubs, community groups, town councils, etc.

However, the volunteers themselves become the most effective recruiting tool. The volunteers assist staff at various activities, fairs, community centers and other events throughout the city. Paid employees also find themselves recruiting volunteers for the Department by just talking about the success of the volunteer program.

THE APPLICANTS

When seeking a volunteer, the requesting unit must complete a Volunteer Request Form and send the form to Volunteer Services. Upon receiving the request, the VIP Coordinator will actively recruit a volunteer meeting the specified qualification.

When an individual expresses an interest in a volunteer assignment, the Office of Volunteer Services will inform the potential volunteer of the positions that are available. A pre-screening will be done by telephone to determine minimum qualifications for a position. **Volunteer Services staff members shall send out volunteer background packets *only* when a position has been established for the volunteer.**

Once a completed background packet has been received, staff reviews the packet for completeness.

THE INTERVIEW

The interview process in the volunteer unit is seen as a different process than interviewing an individual for regular employment. The interview process has two basic purposes:

1. **To identify proper placement.** Determine the interests and abilities of the potential volunteer, determine their suitability for particular jobs, and assess their rightness for the organization, its style of operation, and its mission.
2. **Recruiting.** Answering any question or concerns that the potential volunteer may have and selling the volunteer on their ability to make a contribution to the agency and its clientele, or to derive personal satisfaction from helping.

During the interview, the applicant is asked about their prior volunteer experience (if any), skills, reason for volunteering and desired position. Accepted candidates will be matched with available positions within the organization. Candidates are also photographed and fingerprinted.

BACKGROUND SCREENING

Applicants will be notified prior to the interview process that a background screening is required. After interviewing with the VIP Processing Coordinator, candidates must then meet with an investigator from the Background Investigations Unit. This Detective will meet with the candidate and review the Personal History Statement packet. They will conduct a records/criminal history check on the computer and send out reference letters. **Quality screening and thorough background investigations allow the Department to maintain the same level of personal integrity and talent as if selecting for a paid employee position.** If the candidate is cleared, the Detective will notify the VIP Processing Coordinator, who will then print out an ID card for the volunteer and mail it to them.

SELECTION AND PLACEMENT

Once a candidate has cleared, a letter is sent to the specialized unit or Division Coordinator, advising them the volunteer has cleared their background investigation and can begin volunteering. Candidates who do not clear backgrounds will be sent a non-select letter. Screened volunteer packets are kept in the Background Investigation Unit.

RETENTION

RECOGNITION

The Office of Volunteer Services will coordinate the Annual Recognition Banquet for all volunteers during National Volunteer Week in April. In addition, the office will keep all supervisors abreast of any City-wide recognition of volunteers. Beginning January 2000, volunteers will be recognized for service based on hours. Certificates and lapel pins will be forwarded to Division Coordinators as milestone areas are reached.

Each individual Program/Division/Unit is encouraged to develop their own method of reward and recognition which are particularly meaningful to their volunteers. Each will be responsible for the cost of its individual volunteer recognition program.

EVALUATION/FEEDBACK SESSIONS

There is no formal evaluation of volunteers within the San Diego Police Department. However, like employees, volunteers also like to know where they stand in regard to their skills and progress. Feedback sessions should be a two-way street: a chance for the agency to critique the volunteer, and a chance for the volunteer to share concerns and suggestions about the organization.

By offering a periodic feedback session for volunteers, the Division Coordinator/Unit Supervisor adds credibility to the department and makes a statement that volunteers are held as accountable as paid staff. During these meetings, the Coordinator/Supervisor can detect signs of burnout or needs for new challenges, and can work with the volunteer to make adjustments in the volunteer's assignment, if needed.

Feedback sessions are a great time to recognize and thank volunteers for their contributions to the Department.

VOLUNTEER TERMINATION

Volunteers, like paid employees, terminate their relationship with organizations through resignation or dismissal. The reasons for resignation vary.

If termination is at the request of a supervisor, it is recommended that accurate records and documents be kept. Records may be dealt with any grievance procedures or to document a volunteer's past work record with the Department. **Any and all discussions regarding the termination of volunteers will be brought to the attention and reviewed by the specific program coordinator as well as the Command that the volunteers falls under. Recommendation for termination is subject to final review by the Volunteer Services Coordinator.**

EXIT INTERVIEW

Whenever possible, conduct an exit interview with a volunteer leaving the Department. A great deal of information can be gained which can serve other purposes:

- T Tracking retention
- T Recognizing and thanking volunteers
- T Locating problems within a particular Division/Unit/Section or aspect of the organization
- T Detecting any recruitment problems
- T Providing closure to the relationship

PROVISIONS

DRESS CODE

Volunteers represent the Police Department in the same fashion as paid employees and sworn personnel. A volunteer's personal appearance makes a strong impression. Appropriate civilian attire will enhance credibility and strengthen the image of volunteers with other Department personnel. General guidelines are that men should wear casual clothing consisting of shirts with collars and long pants. Women may wear skirts or slacks with blouses or other appropriate tops. Faded jeans, shorts and clothing in poor taste, or in need of cleaning or repair, are not appropriate. If the volunteer is involved in maintenance work, exceptions are allowed.

IDENTIFICATION

All volunteers will be issued a Department picture identification card with "Volunteer" printed on it. This identification card should be worn on the outermost garment, in an easily visible manner, whenever in any Police Department facility. **This identification card is property of the Department and must be turned in when the volunteer leaves the program.** These cards are valid for one year only. Upon reaching the one year anniversary, the volunteer will need to renew his/her ID card. Call the V.I.P. processing Coordinator (858) 573 -5044 at least two weeks prior to the expiration date to make arrangements for a new ID.

All volunteers are issued an identification number. These numbers start with the letter "V". Some volunteers, due to the nature of the task they perform within the department, will be issued ID numbers to allow them access to Department computer files. These ID numbers will start with a zero (0). All volunteers who have ID numbers that start with a zero, must complete a computer class for ARJIS/SUN training at the academy.

INSURANCE

All volunteers assigned by the Office of Volunteer Services to Department programs and/or divisions will be covered under the City's Workers' Compensation Insurance.

PARKING PERMITS

Parking permits are available to volunteers who are assigned to Headquarters. By signing for and accepting a VIP parking permit, the assigned volunteer agrees to abide by all rules and regulations detailed on the permit. A staff member will explain proper usage prior to issuing a permit. In order to arrange for a parking permit, please call the V.I.P. Coordinator at (858) 573 -5044.

REIMBURSEMENT

Volunteers do not receive monetary compensation from the City for services performed. Loss or damage of personal property used while providing volunteer services to the City is not reimbursable under the City's Personal Property Reimbursement Program. Volunteers may claim mileage reimbursement on their taxes when required to use their personal vehicles for Department related business.

UNIFORMS, TOOLS, AND OTHER NECESSARY EQUIPMENT

In cases where uniforms, tools, or other equipment is necessary for performance of a particular job, the individual program will be responsible for issuing them. Currently, costs are covered by private donations, volunteer out-of-pocket contributions and/or through the budget of individual Divisions/Units.

USE OF CITY VEHICLES

Those volunteers who have undergone a background check, have a valid drivers license, and a good driving record, are eligible to drive a Department vehicle if required by the assignment. Volunteers driving Department vehicles will be subject to the same rules and regulations as paid staff.

FORMS