

# REAL: Readiness Essentials for Army Leaders

## ADMINISTRATION

*Volunteer Management*



# Identifying Volunteer Roles, Recruitment, and Selection

## Position Descriptions

Position descriptions are the key to an effective matching of volunteer skills with program needs, as well as providing the cornerstone for the supervision and evaluation processes that are an essential element in program management. A position description is a brief synopsis of what will be required of a volunteer. A well-crafted volunteer position statement is an invaluable tool for both the volunteer and the coordinator: allowing the volunteer to decide if they have enough time, possess the necessary qualifications, or the desire for this particular position prior to accepting the job.

A carefully designed position description may motivate a volunteer to accept a position that could eventually lead to paid employment. A position description that clearly outlines the volunteer's responsibility ties reduces the risk of unrealistic expectations, especially those that can lead to dissatisfaction or burnout. It can also provide the documentation that can be referenced in the event of a misunderstanding.

Army volunteer position descriptions must follow guidance in AR 608-1. The Army Reserve must follow guidance in USARC Regulation 608-1. Many organizations/units incorporate additional sections.

**Position Title:** The title reflects what the volunteer does.

**Purpose:** A short statement that reflects the outcome of the service to be performed. This helps meet the volunteer's need for a sense of achievement and accomplishment by identifying how their work fits into the overall goals of the program. Volunteers are more likely to be successful if they understand how what they are asked to do contributes to the mission.

**Duties/Responsibilities:** A detailed, bulleted list of the "what" and "how" of the job. Use a "task-specific" job description that lists the major tasks and specific duties involved in each area of responsibility. Make specific mention of any additional requirements such as whether or not the use of motor vehicle is required or prohibited.

**Qualifications:** All things necessary for the effective performance of duties, including the physical and human qualities desired. Be careful not to over-qualify the position, especially regarding educational requirements but do not waive qualifications once they are established.

**Supervisor:** Titles of first line and second line Supervisors. The first line supervisor is the person to whom the volunteer should go if questions arise about the specific work to be performed. The second line supervisor is the person from whom the volunteer should obtain guidance in the absence of the first line supervisor.

**Training:** Pre-service: Training such as orientation required prior to service. On the job: What type? Who provides? Ongoing: What is required, recommended? Include the type and specific content of the training and the approximate hours required for the training.

**Time Commitment:** An estimate of specific days and hours for an ongoing position or an estimate of the total time required to complete the job. Length of service (for example, 6 months, one year).

**Signing and Dating the Description:** The commander and the volunteer should jointly review the position description. Any mutually agreed upon adjustment to the position description can be noted and initialed before signature. Once the commander is in agreement with the expectations of the organization and the volunteer, it is good management practice for both of them to sign and date the document. The position description becomes a part of the volunteer record and is critical for feedback and evaluation as well as protecting both the Army and the volunteer.

Feedback is essential for both the volunteer and the supervisor to perform their respective duties well. Since the job description serves as a clear statement of a volunteer's duties, it should be used in volunteer/supervisor feedback sessions. If the volunteer was recruited and trained to perform a specifically stated function, then this statement can be used both in evaluating how things are going and where changes may need to be made.

**Benefits:** It is good practice to provide benefits for the volunteer. Be specific. List skill-building opportunities, how skills and performance will be documented for their resume, what kinds of the personal satisfaction they may expect to receive from the job, and how the job benefits the organization and the Army.

### **Regulatory Limitations**

Regulatory limitations for volunteers to be considered when writing position descriptions and assigning duties.

- Volunteers must be supervised by a paid employee (Civil Service or NAF), a military member or another volunteer who is so supervised
- A contractor may not supervise volunteers
- Volunteers may not perform the work of a paid employee
- Volunteers may not perform the work included in a contractor's Statement of Work (SOW)
- Volunteers may not hold policy making positions

### **Recruiting Volunteers**

Recruiting is a process that involves a sequence of steps or actions that lead to volunteer participation in your organization. A recruitment plan may be formulated based on ongoing volunteer needs of the organization. The plan can also consider special events that occur seasonally and require volunteers for a short period. When developing your plan, consider the competing priorities in the lives of potential volunteers—family, salaried jobs, recreational opportunities, and volunteer positions.

**Types of Recruitment** (adapted with permission from McCurley and Lynch, 1996).

1. **“Warm Body” recruitment:** This type of recruitment is used when large numbers of volunteers for short-term simple jobs and no special skills are needed—or skills can be learned quickly. Primary methods for “warm body” recruitment are:
  - Distribution of recruitment brochure or poster
  - Use of public service announcement on television, radio or newspaper
  - Advertisements
  - Speaking to community groups
  - Asking current volunteers to ask others to join
2. **Targeted recruitment:** Targeted recruitment is when you need volunteers with specific knowledge, skills, interests, and commitment. Questions to ask when considering a targeted recruiting campaign include:
  - What specifically needs to be done?
  - Who would want to do it?
  - Where would you find them?
  - How can you reach them?
  - What will motivate them – what are the incentives?
  - What will you say to them?
  - Who can best succeed at recruiting this specific population?

Targeting recruiting efforts can promote diversity within the Volunteer Corps and help serve the diverse population in today's Army. In this context, diversity may describe a person's race or ethnic background, economic status, religious preference, family composition, age, or educational attainment. Diverse volunteers can reach underserved audiences and can add creative ideas to existing programs.

Recruiting diverse volunteers can be accomplished through conventional methods.

- Personally extend invitations
  - Present information as an invitation rather than an announcement
  - Present information as an invitation rather than an announcement
  - Use bilingual print information where it might be useful
  - Hold meetings in the locations where the potential volunteers will be comfortable
  - Consider the daily schedule of the potential volunteer
  - Explain how the volunteer's work will benefit the community
3. **Concentric Circles:** This method of recruitment is designed to keep a continuous roster of volunteers available and utilizes people who are already involved in the program. Working outwards, this method usually involves face to face contact, with recruiters explaining their positive experiences in volunteer service.
4. **Ambient Recruitment:** Ambient recruitment involves establishing a "culture of volunteering" and builds an environment in which volunteerism is regarded as an expectation for everyone.
- Three steps are required to create an ambient recruitment campaign:
- Support an official philosophy concerning volunteerism
  - Promote early emphasis encouragement/indoctrination about the importance of volunteering in the community
  - Provide logistical support and recognition to volunteers

## Selecting and Assigning Volunteers

**Selecting: Ensuring a Good Fit** When selecting a volunteer for a position it is important to make sure there is a right "fit" between the volunteer, the role they are to play and FRG. Steps to ensuring the best fit include consideration of the following factors:

- To what extent is the volunteer interested in this position?
- To what extent is the volunteer qualified for this position?
- What are other skills or assets the volunteer has that would serve in a different position?
- To what extent is the volunteer suited for the work environment associated with this position?

Goodness of fit includes:

- Matters of style: relaxed vs. fast-paced
- Personality: introverted vs. extraverted
- Behavior: timeliness, responsibility
- Philosophy: beliefs about client population, military service, military families

### Assigning Volunteers

Assigning means placing an individual in the most suitable volunteer position based on FRG standards, position descriptions and information learned.

Determining the correct assignment for a volunteer requires a careful matching of job qualifications and personalities that will result in job satisfaction for both the volunteer and the program staff. It is often desirable to provide a probationary period for the volunteer, at the conclusion of which the assignment will be reviewed and revised, if needed.

# FACTORS THAT MOTIVATE VOLUNTEERS TO SERVE

Every volunteer has their own unique reason or motivation to offer their time, talents or resources to an organization. The key to effective volunteer motivation is to discover why that individual has the desire to volunteer. Listed below are the motivational factors for volunteering:

## **1. Achievement**

Volunteers will experience a strong sense of achievement when their individual talents and skills are matched with the volunteer assignment. (Butler, Duffy & Miller, 2002)

## **2. Affiliation-Companionship and a Sense of Belonging**

Individuals have the need to fit in or be affiliated with a group or club, volunteering with an organization will meet that need. (Spencer, 1999)

## **3. Power/Control**

Individuals have the need to feel in control of their lives. Many times the workplace does not allow this need for control to be filled; individuals simply follow directions from employers. Volunteer roles which allow individual creativity and control can be a strong motivator for many individuals. (McCurley & Lynch, 2000)

## **4. Recognition**

Recognition is a need for many volunteers. Recognition can be in many forms; it might be presenting an award in a public forum or a simple heart felt thank you from a child. Volunteers have different recognition needs, the task is to discover the type of recognition which meets the needs of each individual volunteer. (Taggart, 1999)

## **5. Personal Growth**

Volunteers need to feel that they are learning and growing from their volunteer experience. Educational opportunities that will enable volunteers to excel in their role need be made available. (Etling, 1995)

## **6. Family Involvement**

Involve the children and the adult's involvement will follow. Individuals with families seek out opportunities to volunteer which will increase family time together. The key to success of this factor is to keep volunteers in roles which they can serve along side their family members. (Butler, Duffy & Miller, 2002)

## **7. Community Service**

Volunteers have the desire to give back to their community or help those in need. (Muegge & Ross, 1996)

## **8. Bringing About a Social Change**

Volunteers possess a desire to bring about change in a community or an organization. (Butler, Duffy & Miller, 2002)

**PRIVACY ACT STATEMENT**

**AUTHORITY:** 10 U.S.C. Section 1588

**PRINCIPAL PURPOSE(S):** To enable eligible individuals to indicate their interest in providing volunteer service and support to (UNIT NAME) Units and Family Readiness Programs. This information is needed to assess eligibility, qualifications, and overall suitability

**ROUTINE USES:** None. This information will not be disclosed outside the Department of Defense.

**DISCLOSURE:** Providing this information is voluntary. However, failure to provide all requested information will eliminate candidate from consideration for a volunteer position with the applicable family readiness entity.

**Position Volunteering for:** *place a number in the box in the order for the position you are interested in volunteering for. Ex if FRG Lead is your top choice put a 1 in FRG, if Key Contact is your second choice put 2 in the Secretary box and a 3 in the Funds Custodian box.*

- |   |  |   |
|---|--|---|
| <input type="checkbox"/> FRG Lead             | <input type="checkbox"/> Funds Custodian       | <input type="checkbox"/> Alt. Funds Custodian |
| <input type="checkbox"/> Key Contact          | <input type="checkbox"/> Fundraising Committee | <input type="checkbox"/> Newsletter Editor    |
| <input type="checkbox"/> Occasional Volunteer |  |   |

**Personal Information:**

Last Name: \_\_\_\_\_ First Name: \_\_\_\_\_

Home Phone: \_\_\_\_\_ Emergency Contact Name: \_\_\_\_\_

Cell Phone: \_\_\_\_\_ Phone Number: \_\_\_\_\_

Email Address: \_\_\_\_\_

Mailing Address:

Soldier's Name: \_\_\_\_\_

Soldier's Company: \_\_\_\_\_

Check One:

- Spouse    Parent    Child (over 18)    Extended Family    Friend/significant other

Personal and/or Family Readiness training: List training received



## TYPES OF INTERVIEW QUESTIONS

**Open-ended:** Used for the purpose of stimulating the person to talk which should expand into further information learned. Usually open-ended questions begin with the words: What, where, when, or how.

*An example would be "Describe how you succeed in working under pressure".*

**Closed:** Used to restrict the person's response and is usually answered in a yes/no or a single word response. They typically do not elicit explanation or opinion. Usually closed questions begin with the words: Is, do, has, will, or can.

*Examples would be "Can you work under pressure?" "Is your name John Smith"?*

**Past-performance questions:** Used to identify a person's thinking or reasoning behind their actions. Will help predict future performance. Can also be used as a probe for clarification.

*Examples would be "Give me an example of a time when..." "What did you do next"?*

**Negative balance questions:** Used to identify a person's perception of an event and any problem solving strategy they may have utilized to improve a situation.

*An example would be "Please give an example of something that turned out differently than you had planned and why that happened."*

**Leading questions:** Used by the interviewer to focus the answer to a specific topic or issue by providing the answer within the question.

*Examples would be "What skills do you bring to this position"? "Did you leave your last volunteer job because of the conflict with another volunteer"?*

**Scenarios:** Describes a situation which the person may encounter in the position. Interviewer learns how the interviewee would react in a similar situation by testing their problem solving abilities.

*An example would be "What would you do if you arrived at the job and you found yourself without a supervisor."?*

**Question layering:** Using a series of behavioral and non-behavioral questions, often overlapping, designed to gather information around a single theme to check for consistency and depth.

*An example would be to ask a total of three questions about their organizational skills interspersed with another skill that may build upon the first skill " How would you design a training for new volunteers? How would involve the volunteers in evaluating that training? How would you use the information from the volunteers as a recruitment tool?"*



# New Volunteer Checklist and Orientation Checklist

## Active Duty

Volunteer's name: \_\_\_\_\_ Unit FRG: \_\_\_\_\_

- Discuss a brief history of the organization, mission statement and benefits
- Go over unit staff and volunteers
- Review chain of command - Supervision and protocol in working with commanders
- Discuss Army Community Service
- Discuss key volunteer functions and position descriptions and expectations
- Discuss Standard Operating Procedures (SOP's) regarding Family Readiness
- Discuss the programs, services and key events of the program
- Discuss confidentiality requirements and privacy act
- Review Volunteer Rights
- Discuss VMIS and Volunteer record keeping on <http://www.myarmyonesource.com/>
- Discuss award policies
- Review child care and other expense reimbursements policy and procedures
- Discuss business casual dress attire
- Discuss training expectations and requirements
- Review telephone etiquette
- Discuss use of government owned equipment

I have reviewed the above information and documents with

I have a better understanding of my role as a Volunteer as well as resources available with the unit.

\_\_\_\_\_  
Signature

# New Volunteer Checklist and Orientation Checklist

## National Guard

Volunteer's name: \_\_\_\_\_ Unit FRG: \_\_\_\_\_

- Discuss a brief history of the organization, mission statement and benefits
- Cover organization chart of State Family Program Office (SFPO)
- Go over unit staff and volunteers - each FRSA will need to complete this info
- Review chain of command - Supervision and protocol in working with commanders
- Discuss Family Assistance Centers and locations
- Discuss key volunteer functions and position descriptions and expectations
- Discuss funding sources
- Discuss the programs, services and key events of the program
- Discuss confidentiality requirements and privacy act
- Review Volunteer Rights
- Review Orientation Handbook
- Discuss JSS and Volunteer record keeping on [www.jointservicesupport.org](http://www.jointservicesupport.org)
- Discuss award policies
- Review child care and other expense reimbursements policy and procedures
- Discuss business casual dress attire
- Discuss training expectations and requirements
- Review telephone etiquette
- Discuss use of government owned equipment

I have reviewed the above information and documents with

\_\_\_\_\_ and I have a better understanding of my role as a Volunteer as well as resources available with the Army National Guard.

\_\_\_\_\_  
Signature

**VOLUNTEER AGREEMENT FOR**

**APPROPRIATED FUND ACTIVITIES**

**NONAPPROPRIATED FUND INSTRUMENTALITIES**

**PART I - GENERAL INFORMATION**

1. TYPED NAME OF VOLUNTEER <i>(Last, First, Middle Initial)</i>	2. YEAR OF BIRTH
3. INSTALLATION	4. ORGANIZATION/UNIT WHERE SERVICE OCCURS
5. PROGRAM WHERE SERVICE OCCURS	6. ANTICIPATED DAYS OF WEEK    7. ANTICIPATED HOURS
8. DESCRIPTION OF VOLUNTEER SERVICES	

**PART II - VOLUNTEER IN APPROPRIATED FUND ACTIVITIES**

**9. CERTIFICATION**

I expressly agree that my services are being provided as a volunteer and that I will not be an employee of the United States Government or any instrumentality thereof, except for certain purposes relating to compensation for injuries occurring during the performance of approved volunteer services and claims, the Privacy Act, criminal conflicts of interest, and defense of certain suits arising out of legal malpractice. I expressly agree that I am neither entitled to nor expect any present or future salary, wages, or other benefits for these voluntary services. I agree to be bound by the laws and regulations applicable to voluntary service providers and agree to participate in any training required by the installation or unit in order for me to perform the voluntary services that I am offering. I agree to follow all rules and procedures of the installation or unit that apply to the voluntary services I will be providing.

a. SIGNATURE OF VOLUNTEER	b. DATE SIGNED (YYYYMMDD)
10.a. TYPED NAME OF ACCEPTING OFFICIAL <i>(Last, First, Middle Initial)</i>	b. SIGNATURE
c. DATE SIGNED (YYYYMMDD)	

**PART III - VOLUNTEER IN NONAPPROPRIATED FUND INSTRUMENTALITIES**

**11. CERTIFICATION**

I expressly agree that my services are being provided as a volunteer and that I will not be an employee of the United States Government or any instrumentality thereof, except for certain purposes relating to compensation for injuries occurring during the performance of approved volunteer services and liability for tort claims as specified in 10 U.S.C. Section 1588(d)(2). I expressly agree that I am neither entitled to nor expect any present or future salary, wages, or other benefits for these voluntary services. I agree to be bound by the laws and regulations applicable to voluntary service providers, and agree to participate in any training required by the installation or unit in order for me to perform the voluntary services that I am offering. I agree to follow all rules and procedures of the installation or unit that apply to the voluntary services that I am offering.

a. SIGNATURE OF VOLUNTEER	b. DATE SIGNED (YYYYMMDD)
12.a. TYPED NAME OF ACCEPTING OFFICIAL <i>(Last, First, Middle Initial)</i>	b. SIGNATURE
c. DATE SIGNED (YYYYMMDD)	

**PART IV - TO BE COMPLETED AT END OF VOLUNTEER'S SERVICE BY VOLUNTEER SUPERVISOR**

<b>13. AMOUNT OF VOLUNTEER TIME DONATED</b>	<b>14. SIGNATURE</b>	<b>15. TERMINATION DATE</b> (YYYYMMDD)				
<table border="1" style="width:100%; border-collapse: collapse;"> <tr> <td style="width:25%; padding: 2px;">a. YEARS <i>(Less than 1 year)</i></td> <td style="width:25%; padding: 2px;">b. WEEKS</td> <td style="width:25%; padding: 2px;">c. DAYS</td> <td style="width:25%; padding: 2px;">d. HOURS</td> </tr> </table>	a. YEARS <i>(Less than 1 year)</i>	b. WEEKS	c. DAYS	d. HOURS		
a. YEARS <i>(Less than 1 year)</i>	b. WEEKS	c. DAYS	d. HOURS			
16.a. TYPED NAME OF SUPERVISOR <i>(Last, First, Middle Initial)</i>	b. SIGNATURE	c. DATE SIGNED (YYYYMMDD)				

**PARENTAL PERMISSION**

For use of this form, see AR 608-1; the proponent agency is OACSIM

I, \_\_\_\_\_  parent  guardian, give my permission for  
\_\_\_\_\_  
\_\_\_\_\_ *(name of child)*, to volunteer at  
\_\_\_\_\_  
\_\_\_\_\_ *(name of agency/activity)* on  
\_\_\_\_\_  
\_\_\_\_\_ *(date or days of week)* from \_\_\_\_\_ *(time)*.

I understand that these hours and services are being performed as a volunteer and that the above named volunteer is not, solely because of these services, an employee of the United States Government or any instrumentality thereof *(except for certain purposes relating to tort claims and workman's compensation coverage about incidents occurring during the performance of approved volunteer service)*. The above named volunteer shall receive no present or future salary, wages, or related benefits as payment for these services. Tax deductions cannot be claimed for any expense reimbursed.

TYPED/PRINTED NAME OF PARENT OR GUARDIAN

SIGNATURE OF PARENT/GUARDIAN

DATE (YYYYMMDD)



# ARMY VOLUNTEER CORPS

## BILL OF RIGHTS & RESPONSIBILITIES

### LOYALTY

- ( The right to be valued as an equal partner within the organization
- ( The right to feel that efforts have a purpose and contribute to the organization's goals
- ( The responsibility to learn and follow organizational policies and procedures

### DUTY

- ( The right to receive meaningful assignments that match personal goals, abilities, knowledge, and experience
- ( The right to receive orientation, training, a job description, guidance, feedback, and the resources necessary to carry out assignments
- ( The responsibility to maintain professional standards and to perform assigned tasks to the best of one's abilities
- ( The responsibility to honor commitments

### RESPECT

- ( The right to be treated with respect
- ( The right to be heard and to help plan assignments and projects
- ( The responsibility to respect others and the diversity of opinion
- ( The responsibility to be open to change

### SELFLESS SERVICE

- ( The right to participate in a volunteer program that enhances and extends the goals of the organization
- ( The responsibility to pursue excellence
- ( The responsibility to work with compassion, caring, and commitment

### HONOR

- ( The right to work in a climate that values volunteerism and volunteer service
- ( The right to formal and informal expressions of appreciation and recognition
- ( The responsibility to embrace the values of the organization and the Army Volunteer Corps
- ( The responsibility to ensure that actions reflect the highest ethical standards

### INTEGRITY

- ( The right to be treated with fairness and equity
- ( The right to honest and open communication
- ( The responsibility to safeguard confidential information and protect privacy
- ( The responsibility to act fairly and impartially

### PERSONAL COURAGE

- ( The right to challenging and meaningful assignments
- ( The right to opportunities that promote personal and professional growth
- ( The responsibility to do what is right, not what is merely convenient
- ( The responsibility to accept personal and professional challenges by developing new skills, taking advantage of training opportunities, and accepting leadership roles



## Army Code of Conduct for Family Readiness Group Volunteers

### Introduction

The Army is dedicated to providing services and training to military families. The Family Readiness Group has traditionally demanded and received the highest ethical performance from its volunteers. In an effort to maintain the high standard of conduct expected and deserved by military families and to enable the Family Readiness Group to continue to offer services required, the Family Readiness Group operates under the following Code of Conduct, applicable to all volunteers.

### Volunteer Code of Conduct

I, \_\_\_\_\_

- a. Will conduct myself in a professional manner at all times.
- b. Will refrain from using inappropriate language.
- c. Will not use the Army, Family Readiness Group name, emblem, endorsement, services, or property of the Family Readiness Group unless authorized.
- d. Will not publicly utilize any Army affiliation in connection with the promotion of partisan politics, religious matters, or positions on any issue.
- e. Will not disclose any confidential Family Readiness Group information.
- f. Will consider information as privileged and not for public knowledge.
- g. Will not operate or act in any manner that is contrary to the best interests of the Army.
- h. Will not enter into any financial agreements.
- i. Will not make false statements against the Army or any United State Armed Services.

Volunteer Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Volunteer Printed Name: \_\_\_\_\_ Date: \_\_\_\_\_

Witness Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Witness Name: \_\_\_\_\_ Date: \_\_\_\_\_

**NAME OF UNIT**  
Family Readiness Group (FRG)  
Volunteer Code of Ethics

As an **NAME OF FRG POSITION**, I am subject to the same Code of Ethics that binds all professionals in positions of trust. I accept these responsibilities and agree to respect matters of confidentiality pertaining to the FRG.

As a volunteer in communication with families, I understand that a good working relationship between the volunteers and families improve quality of life, family readiness, and morale.

I understand that accepting these responsibilities charges me with the responsibility of assisting families during emergencies, crises or concerns, and that the information entrusted with me will only be shared on a "need to know basis".

I understand that I am not expected nor will I attempt to solve problems. I am expected to assist families in becoming self-reliant by offering possible avenues to solutions and making referrals, as appropriate.

I understand that my point of contact is to be notified of calls or situations that cannot be routinely resolved and any concerns with the health, welfare or safety of families. Additionally, the Command and the Company FRG Leader is to be alerted if a threat of harm to self or others is discovered or disclosed.

I understand an intentional breach of confidentiality by me will violate this Volunteer Code of Ethics and may terminate my volunteer assignment as a **NAME OF FRG POSITION**.

By signing below, I acknowledge and agree to abide by this Code of Ethics and confidentiality agreement.

\_\_\_\_\_  
Volunteer Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
**NAME OF UNIT**

\_\_\_\_\_  
Signature of Unit Representative

\_\_\_\_\_  
Date

## VOLUNTEER SERVICE RECORD

For use of this form, see AR 608-1, the proponent agency is GAGSIM

### PRIVACY ACT STATEMENT

**AUTHORITY:** 5 USC Section 301, Department Regulations, 10 USC Section 3013, Secretary of the Army, and Army Regulation 608-1, Army Community Service Center

**PRINCIPAL PURPOSE:** To record essential background information on volunteers to assist in determining qualifications and task assignments. To maintain record of positions held, hours volunteered, training and awards received.

**ROUTINE USES:** None. The "Blanket Routine Uses" set forth at the beginning of the Army's Compulsions of System of Records Notices apply to this system.

**DISCLOSURE:** Voluntary. However, failure to provide the requested information may exclude you from participating in the Army Community Service Volunteer Program.

**INSTRUCTIONS:** Upon resignation, retirement or transfer, the original of this record will be furnished for the personal file of the volunteer and a duplicate will be maintained at the organization for at least three years. In case of transfer, a duplicate record will be furnished to the gaining organization upon request of the volunteer.

1. NAME OF VOLUNTEER (Last, First, MI)	2. HOME ADDRESS (Street, City, State and ZIP Code)
3. EMAIL ADDRESS	
4. TELEPHONE NUMBERS a. HOME b. WORK c. FAX	5. SEX <input type="checkbox"/> MALE <input type="checkbox"/> FEMALE 6. DATE OF BIRTH (YYYYMMDD)
7a. SPONSOR NAME	7b. SPONSOR UNIT ADDRESS

8. Mark all the demographic data that applies to the volunteer. Family members of service members should indicate the branch of service and status of the sponsor:

- |   |                                      |                                    |                               |                                 |
|---|--------------------------------------|------------------------------------|-------------------------------|---------------------------------|
| <input type="checkbox"/> SERVICE MEMBER   | <input type="checkbox"/> ARMY        | <input type="checkbox"/> AIR FORCE | <input type="checkbox"/> NAVY | <input type="checkbox"/> MARINE |
| <input type="checkbox"/> CIVILIAN EMPLOYEE<br><i>(MPT and NAT)</i>                  | <input type="checkbox"/> OFFICER     | <input type="checkbox"/> ENLISTED  |                               |                                 |
| <input type="checkbox"/> ADULT FAMILY MEMBER  | <input type="checkbox"/> ACTIVE DUTY | <input type="checkbox"/> REERED    |                               |                                 |
| <input type="checkbox"/> YOUTH FAMILY MEMBER<br><i>(Under age 18 and unmarried)</i> | <input type="checkbox"/> RESERVE     | <input type="checkbox"/> GUARD     |                               |                                 |
| <input type="checkbox"/> CIVILIAN <i>(Not connected with the military)</i>          | <input type="checkbox"/> DECEASED    |                                    |                               |                                 |

9. CHILDREN AT HOME NONE <input type="checkbox"/> PRESCHOOL <input type="checkbox"/> IN SCHOOL	10. INITIAL COMMITMENT <input type="checkbox"/> ONE DAY EVENT <input type="checkbox"/> ONE MONTH EVENT <input type="checkbox"/> THREE MONTHS <input type="checkbox"/> SIX MONTHS <input type="checkbox"/> NINE MONTHS <input type="checkbox"/> OTHER
11. EDUCATION <input type="checkbox"/> HIGH SCHOOL <input type="checkbox"/> COLLEGE <input type="checkbox"/> ADVANCED DEGREE	

12. WORK EXPERIENCE

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13. VOLUNTEER EXPERIENCE

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14 SPECIAL SKILLS, INTEREST, HOBBIES

15 POSITIONS HELD

START DATE (YYYYMMDD)	TYPE OF POSITION	END DATE (YYYYMMDD)

16 AWARDS AND SPECIAL RECOGNITION

DATE (YYYYMMDD)	TYPE OF AWARD/SPECIAL RECOGNITION	PRESENTED AT

17 TRAINING

DATE (YYYYMMDD)	TYPE OF TRAINING	HOURS COMPLETED

18 VOLUNTEER ANNUAL HOUR RECORD

YEAR	HOURS	DATE (YYYYMMDD)

### VOLUNTEER DAILY TIME RECORD

For use of this form, see FM 108-1, the proponent agency's ACSI 'A.

#### INSTRUCTIONS

Upon resignation, retirement or transfer, the original of this record will be furnished for the personal file of the volunteer and a duplicate will be maintained at the organization for at least three years. In case of transfer, a duplicate record will be furnished to the gaining organization upon request of the volunteer. Upon completion of the calendar year, the annual total will be recorded on DA Form 4162.

NAME	YEAR																																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	11:00 AM		
JAN																																		
FEB																																		
MAR																																		
APR																																		
MAY																																		
JUN																																		
JUL																																		
AUG																																		
SEP																																		
OCT																																		
NOV																																		
DEC																																		
<b>TOTAL</b>																																		

# Sample Appointment Memo

NAME OF COMMAND  
UNIT ADDRESS  
CITY, STATE, ZIP/COUNTRY

OFFICE SYMBOL  
DAY MONTH YEAR

MEMORANDUM FOR RECORD

SUBJECT: Appointment of the Unit Family Readiness Group (FRG) Position

1. This memorandum confirms the appointment of Name of Volunteer, Address, City, State, Zip Code as the Unit Family Readiness Group (FRG) Position Name of Unit Name Family Readiness Group (FRG).
2. Purpose: To designate duties as the Position of the unit FRG in accordance with the Army Regulation (AR) 608-1, Appendix J.
3. This appointment is contingent upon the volunteer having read and signed the enclosures below indicating an understanding of the designated duties and responsibilities.
4. Period: Position is for # months or year as determined by the undersigned.
5. The unit point of contact for the FRG is Liaison Name, Family Readiness Liaison.

Commander Name  
Rank, Branch, Command Name  
Commanding

4 Enclosures

1. Job Description
2. Code of Conduct
3. Confidentiality Statement
4. DD Form 2793

CC:

Name of Appointed Volunteer  
Family Readiness Liaison Officer  
Family Readiness Support Assistant (if applicable)

# How to Build a Volunteer Portfolio

Having a portfolio is highlighting your skills and achievements, which will prove to be beneficial in many ways. It allows you to elaborate on yourself. Highlights your skills and abilities. Those relevant to volunteering or professional job. You can pull what you need from it when it is needed.

## What is a Portfolio?

- A file to show your achievements
- Document the scope and quality of experience and training
- A show and tell resume, a sophisticated scrapbook
- **This file should grow with you!**

## Two Main Purposes:

### To keep track of what you have done

When you did it  
Skills learned or developed

### Your achievements

A single place to keep  
Samples of work  
Awards  
Professional abilities Documents

## Step 1 – Self Assessment

- Reflect and look at your skills, abilities and experiences.
- How would I like to be remembered?
- What am I passionate about?
- Think “Story” tell about yourself, your LIFE.

## Step 2 - Decide What to Include

- Find evidence of involvement to include
- Gather together all of your information
- Two projects when I made a difference
- Examples:
  - Volunteer positions descriptions
  - Samples of volunteer accomplishments
  - Reports / databases
  - Brochures/ Newsletters/Newspaper Articles
  - Training Certificates
  - Letters/ Emails of Recommendation
  - Thank you letters/ Cards
  - Pictures of public recognition, awards, commendations
  - Record of speaking engagements / Topic & Audience

## Step 3 – Design and Arrange

- Choose an organizational method that best illustrates your accomplishments.
- Make it visually appealing
  - Digital/Electronic/ Online
  - Binder
- Design a cover sheet
- Use copies, not originals
- Include a summary statement for each example
- Use consistent font, size and style
- Use sheet protectors / pocket pages
- Use index tabs or title pages
- Omit page numbers

## Step 4 – Review

- Update regularly
- Know your portfolio inside and out
- Be able to find items quickly
- Valuable tool for volunteer & professional experience



# HOW-TO GUIDE FOR VOLUNTEERS



## Volunteer Management Information System (VMIS)

### 1. Register (for 1st time users)

Go to [www.myarmyonesource.com](http://www.myarmyonesource.com)

- Click on the **Register** button in the top right hand corner of the homepage. On the next screen, click **Join Now**.
- Complete site registration form.
- Click **Continue**.
- Verify your information is correct and click **Register**. Screen will show "**Registration Complete**" and "**Thank you for registering**. You have been pre-approved and logged into the site."
- Click **Continue**.

### 2. Access the VMIS Site

- On the homepage, click on **Volunteer Tools** tab in the upper right hand corner.
- Click on the **Opportunity Locator**, then your **state** to view Volunteer Opportunities, or click "Switch to OCONUS" and click your **country** if you are overseas.
- Use the drop down menu to select your **Community**.
- Use the drop down menu to select the **Organization** in which you would like to volunteer.
- Click on **Search**.
- Select the position you are interested in, then click on **Apply** at the bottom of the page.

### 3. Apply for a position

- Once you select to apply for a position, the position description will open on the screen.
- Scroll to the bottom and click **Submit**.
- Screen will say **Volunteer Application Sent**.
- Screen will then say **What would you like to do next?**
- Follow instruction base on your desired steps.

An email will be sent to your Organizational Point of Contact (OPOC). The OPOC must approve your application in VMIS before you can begin logging volunteer hours.

### 4. Log in Your Hours

- Log on to [www.myarmyonesource.com](http://www.myarmyonesource.com)
- Click on the **Volunteer Tools** tab in the upper right hand corner.
- Click on the **Volunteer Activity** tab.
- Click on the **Hours** button next to your position listed.
- To enter for the current month, select **Day, and Add for Open Dates**.
- When you are finished entering hours, be sure to scroll to the bottom and click **Save**.

## 1

### PROVIDE ACTIVITY DETAILS:

Identify the type, location and program associated with your activity.

1. Hover over *Admin Tools*, and click *Volunteer Activity Tracker* in the drop-down menu.



Click *Add* to display the *New Activity* page.



2. Select the type of activity for which you want to enter hours in the *Category* drop-down list.



3. Indicate the level of your activity by selecting either *State* or *National* in the *Location* drop-down.



4. Select the activity in the *Activity* drop-down. The activities displayed in this drop-down depend on your *Category* selection.

5. If you selected *State* as your *Location*, select the state in which the activity took place.



6. Specify whether the activity was *Gratuitous* or *Statutory* in the *Status* drop-down.



7. Select the program associated with the activity.

## 2

### ADD YOUR HOURS:

Provide the date, and enter your activity, travel and preparation hours.

1. Select the date on which the activity took place using the *Calendar* drop-down.



2. Select the number of hours and minutes spent on the activity using the following fields and drop-downs:
  - *Activity*: The number of hours and minutes spent on the activity itself.
  - *Travel / Mileage*: The number of hours and minutes spent traveling to and from the activity in the drop-downs. Type the number of miles you traveled in the *Mileage* box.
  - *Preparation*: The number of hours and minutes spent preparing for the activity in the drop-downs accompanying *Preparation*.



3. Provide explanatory comments if you wish in the box provided, then click *Submit*.

4. In response to the confirmation message that appears, click one of the following:
  - *No, I have finished*.
  - To save your hours and return to the main *Volunteer Activity Tracker* page.
  - *Yes, add a new activity using the selections I just entered*.



5. Save your hours but continue to add hours for another activity using the same activity details. The *New Activity* page re-appears, prompted with the data you just entered. Modify this data as appropriate, and click *Submit* again.
6. *Yes, add a new activity using blank form*.

7. Save your hours but continue to add hours for another activity, starting from a blank form. The *New Activity* page re-appears with its original defaults, and blank selections. Complete the form, and click *Submit* again.

## 3

### VIEW PREVIOUSLY ENTERED HOURS:

View a summary or individual activity hours.

1. On the *Volunteer Activity Tracker* page, view a summary of your total activity hours entered to date, your entered hours this year, and this month.



2. View details of hours entered for individual activities using the table provided at the bottom of the page.

Edit	Category	Activity	Activity Date	Location	State of Activity	Status
	Activity	Awards, Recognition, Ceremony	03/23/20	State	Virginia	Completed

For each activity, view all activity details entered. Scroll to the right to view the hours and mileage entered for each activity.

State of Activity	Status	Program	Mileage	Total Hours	Activity Hours	Travel Hour	Prep Hour
Virginia	Completed	FP	0	2h 0m	2h 0m	0h 0m	0h 0m

3. Export your activity hours to an Excel spreadsheet by clicking

## 4

### FIND AN ACTIVITY:

Find hours entered previously for a specific activity.

1. Find hours associated with a particular activity using one of the following:
  - The *Search* box: Type a keyword string to search for your activity. JSS searches activity categories and names for this text string.



- The *Filter Bar*: Refine the list of activities by displaying only those that fall within a particular date range.



Click *Apply* to apply date filter settings to the activities list.

- The *Sort* feature: Sort the list of activities alphabetically by category, activity name, location, state, status or program.

The list of activities is re-displayed according to your search and/or sort criteria.

2. To edit previously entered activity hours, click to the left of the activity.

You can edit any of the previously entered activity details or hours. Alternatively, you can delete the activity record, with its associated hours, altogether.

#### NOTE:

- Enter Presidential Service Award hours by clicking the link provided at the top of the *New Activity* page.

FRG Volunteer Roster

Name	Position	Phone #	Email	Date Trained	Certificate on file	DD2793 on file	Confidentiality Form on file	Signed PD on file



# Mobilizing Volunteers

Mobilizing a Volunteer Team involves three sequential phases engaging, motivating and supervising volunteers. Engaging volunteers by capturing their interest and getting them involved in their job needs to occur at the earliest possible opportunity so that volunteers retain their interest in volunteerism and in their assigned project. Early engagement can also accelerate the establishment of positive, cooperative working relationships between volunteers and paid staff.

Motivating volunteers requires skills, planning and a balancing act in order to meet the needs of various types of volunteers. Motivation is an ongoing activity, and an essential aspect of getting the work done both initially and for the long term, when volunteer interest can diminish. Supervision, the third dimension, provides a solid basis for risk management, program evaluation, and portfolio building for the volunteer.

## Engaging Volunteers

Positive working partnerships between paid and volunteer staff provide the basis for successfully engaging volunteers. Establishing these partnerships involves developing cordial and professional relationships between all staff as well as providing volunteers the information and tools needed to experience early success at their jobs. Including volunteer staff in agency meetings, whenever appropriate, and by including them in agency social activities may facilitate this positive partnership.

To effectively engage volunteers in a program or activity it is also necessary to provide the tools and information that will allow them to “get off to a good start” in their positions. These tools should support their understanding of what they are tasked to do and provide a framework within which they can learn to perform their jobs quickly and easily. Essential tools include, but are not limited to:

- Well-written position descriptions
- Schedule of work assignments
- Schedule of program events
- Schedule of training opportunities
- Chain-of-Command chart

Additional tools, used daily, include but are not limited to:

- **Job Aids:** checklists, step-by-step lists, decision tables, flowcharts
- **Fact Sheets:** rules, information sheets, program descriptions
- **Checklists:** equipment and supply lists
- **Eligibility guidelines/information:** handouts that include the criteria an individual must meet to in order to participate in a group
- **Enrollment Forms:** including contact information
- **Cultural awareness/language information:** specific to different ethnic and cultural groups, including alternate language versions wherever possible.

## Motivating Volunteers

Organizations invest a substantial amount of time, educational and monetary resources in volunteer programs and volunteer development. Volunteer managers need to understand the motives that bring people to volunteer service, what makes them perform their best, what makes them stay and what makes them leave. Volunteer supervision, retention, efficiency, and productivity hinges on this knowledge.

Researchers David C. McClelland and John W. Atkinson identify three distinct motives that affect people’s work-related behavior. Factors that motivate are:

- The need for achievement
- The need for power
- The need for affiliation

## Achievement Motivated People

Achievement motivated people seek success in situations that require excellent or improved performance, and will do their best when their individual talents and skills are well matched with the

volunteer assignment. They want to do their personal best, like to take responsibility for finding solutions to problems, are innovative, and want concrete feedback. They often work well alone and desire latitude in “how they do the job”.

The negative aspect of achievement can be observed when people must do things their way, take credit for others’ good works, are inflexible in their approach, or block new ideas or change. When achievement is used positively, there is a sharing of credit, shared information, responsibility and authority.

To supervise an achiever:

- Give assignments that require problem-solving skills
- Allow and encourage creative solutions, and
- Provide regular and concrete feedback

### **Power Motivated People**

Power motivated people need to feel in control of their lives, and want to influence or have an impact on others. They are concerned about their reputation, have strong feelings about status and prestige, and like to change other people’s behavior. They like to teach, motivate, create and challenge.

Power has both a positive face and negative face. Negative power, also known as personal power, is about personal gain, exerting personal dominance, and a tendency to treat people like pawns. It is often seen in the tendency to hoard information, a strong desire for a prestigious office or supplies, or special privileges. Positive power, also called socialized power, uses power to benefit the group, charismatically inspires people to action, and creates confidence in others.

To supervise a power person and maximize their contribution place them in a position where they can associate with leadership and can exert their influence to accomplish the agency goals.

### **Affiliation Motivated People**

Affiliation motivated people are motivated by their connection to others. Affiliators enjoy companionship, a sense of belonging, mutual friendship, warm and friendly relationships, and helping people. They are often concerned about being liked and are sensitive to the needs of others.

A negative aspect of affiliation can be seen when a person pays too much attention to socialization, confuses or fails to respect personal and professional boundaries, or sacrifices goals and outcomes to keep other people happy. The positive dimension of affiliation emerges when people build teams to accomplish goals, are sensitive to people’s feelings and are able to articulate their goals in “people terms”.

To supervise an affliator, ensure that their job involves a lot of personal interaction. Demonstrate a personal interest in them, especially while giving them feedback, either positive or negative.

### **Additional Factors**

In addition to the three primary motivational categories, additional factors can often be identified. These factors also suggest ways to market to specific populations; for example, family groups or individuals wishing to learn job skills.

■ **Recognition:** A volunteer may maintain a high level of motivation through simple forms of recognition for their volunteer service. This might include the honor of presenting an award in a public forum or receiving a simple heart felt thank you from a child.

■ **Personal Growth:** Volunteer motivation may be enhanced by the knowledge that they are learning and growing from their volunteer experience. Educational opportunities that will enable volunteers to excel in their role need to be made available.

■ **Family Involvement:** Involve the children and the adult’s involvement will follow. Individuals with families seek out opportunities to volunteer that will increase family time together. Family involvement also includes projects in which husband and wife can work on together. For these purposes the definition of family may also include a group of friends.

■ **Community Service:** Volunteers may be motivated by the desire to give back to their community or help those in need.

■ **Bringing About a Social Change:** Volunteers may be motivated by a desire to bring about change in a community or an organization.

People rarely have single motivations. Most have a dominant motivational preference, but they usually exhibit characteristics of two or more. A volunteer's motivational preference may change over time or when their life situations change. A strong achiever who experiences the death of a close family member may exhibit a strong need for affiliation for a period of time, or a spouse who is interested in entering the work force may want to test their interest as a volunteer prior to committing to a job in a specific field. Astute supervisors will notice signs that a volunteer's motivations are shifting, and will adjust their supervisory strategies to meet the volunteer's changing needs.

## **Linking Motivation, Supervision and Recognition**

Understanding a volunteer's motivations can be used in many other ways besides supervision. Individuals are more often motivated by feelings and sensitivities than by facts and logic. Volunteers are also motivated by their own individual goals, values and desires (Smith, 1998). Motivating is also key in recognizing and retaining volunteers. For example:

### **Recognition by Motivational Types** (McCurley & Lynch, 2000)

#### ***Recognition for a power-motivated person:***

- Recognition, nomination and presentation needs to be made by the leadership of the organization
- Promotions or "moving up the ladder" are the most effective means of recognition
- Providing recognition publicly, in the newspaper, or at a community function not just at a recognition event

#### ***Recognition for an affiliation-motivated person:***

- Recognition received at a group event in front of peers is most meaningful
  - Recognition should have a personal touch and be given by the organization
  - Volunteer should take part in the recognition to insure bonding with the organization.
- Bonding with the organization

#### ***Recognition for an achievement-motivated person:***

- Recognition suggested by peers is very effective
- Effective recognition should be linked to a specific task or accomplishment
- Recognition can be substantiated by records or facts
- Offer the opportunity for additional training or taking on more difficult tasks

## **Sustaining Volunteer Motivation**

- Volunteers need to know the organization's staff is approachable and available to assist with volunteer needs. Staff needs to keep volunteers informed. (Muegge & Lynch, 1996)
- Provide volunteers with clear and concise position descriptions, including required time commitments (Corney, 2001)
- Require an annual review, and discuss the volunteer's satisfaction or dissatisfaction in their current role.
  - Does the volunteer feel they are still effective in their current assignment?
  - Does the volunteer aspire for a more challenging assignment?
  - Is the volunteer effective in their current role, from the organization's viewpoint?
  - Do they have interests or talents that could enhance the organizational effectiveness, if they were given a different assignment?
- Volunteers need to feel appreciated and respected for their contributions. Provide recognition suitable to the needs of the volunteer. (Spencer, 1999)
- Organizations need to provide volunteers opportunities for growth and advancement by providing appropriate training. (Muegge & Lynch, 1996)
- Involve volunteer input in the organization's establishment of goals, decision making and other administrative issues whenever possible.
- Resolve conflicts when they arise.
  - Establish ground rules for conflict resolution
  - Deal with feelings: volunteer and paid staff

- Define the conflict: listen to all sides
  - Explore alternatives: look at consequences of possible solutions
  - Select a solution: everyone wins, whenever possible
  - Evaluate how the solution is working
- Organizations need to show genuine interest in volunteers. Create a sense of teamwork through having fun together and socializing. Be sincere and honest with volunteers.
  - Be aware of the signs of burnout and protect the volunteer

## Lack of Motivation

Factors that lead to a lack of motivation in volunteers include:

- Placement in volunteer roles that are not clearly defined
- Position descriptions that do not clearly outline volunteer responsibilities
- Restricted opportunity for volunteers to demonstrate initiative or creativity
- Assignment of mundane tasks exclusively makes volunteers feel that their work is not as valued and does not make a difference
- Volunteer expectations that are higher than the reality of the volunteer assignment
- Tension exists between volunteers and paid staff
- Volunteers are not experiencing personal growth

Volunteers should be provided relevant feedback and encouragement that is matched to their motivational needs. Recognition programs need to include various forms of recognition that will be valued by different motivational types.

### Review Checklist: Program Staff

- Does supervisory staff understand the different motivations of volunteers in their program?
- Are volunteer jobs or tasks assigned in a way that helps meet the motivational needs of volunteers?
- Does the recognition program reward volunteer staff in a meaningful way?

## Supervising Volunteers

Volunteer supervisors are responsible for their volunteers' progress and productivity. Army program volunteer managers or supervisors typically have a strong knowledge of their program area and volunteer job responsibilities, and provide a sense of security for volunteers. It is their responsibility to provide on the job training, answer questions, and collaborate in solving problems.

### Levels of Supervision Required

Army volunteers have two levels of supervision.

- **First line supervisor:** The first line supervisor is the person directly supervising the volunteer's work. This may be a government employee, a military member, another volunteer so supervised. A contractor may not supervise a volunteer. A volunteer's job related issues should be addressed with the volunteer's first line supervisor.
- **Second line supervisor:** The second line supervisor is the individual the volunteer goes to when there is a question and the first line supervisor is not present. This individual is sometimes responsible for record keeping, awards, and training.

The level of supervision given by the supervisor depends on the complexity of the tasks, the skill level of the volunteer, and the skill level of the supervisor. Most people require a higher level of supervision and

direction while learning a job. As the volunteer and supervisor become more confident in the volunteer's skill and ability to perform the job, the supervisor may allow the volunteer to exercise more control over the work. The volunteer should view the supervisor as someone who can assist with problems, provide guidance in unusual situations, and help the volunteer become more knowledgeable.

#### Review Checklist: Program Staff

- Are volunteers invited to regular staff meetings and trainings?
- Do volunteers have regular meetings with their supervisor?

### Working with Problem Volunteers

Working with "problem volunteers" can be a challenge. When problems arise as the result of interpersonal conflict or misunderstanding, and are temporary in nature, it is good practice to intervene quickly to resolve them, rather than alienate either staff or volunteer. These conciliatory actions model positive behaviors that, once learned, will spill over into other environments in a positive manner.

Skills that will assist this effort include:

- **Communication skills:** Does the volunteer understand the problem and what is expected?
- **Personal and social skills:** Does the volunteer have empathy with others, and sufficient motivation to seek a solution to the problem?
- **Corrective action planning:** Is the volunteer able and willing to make an effort to solve the problem?

#### Review Checklist: Program Staff

- Are volunteer performance standards clearly stated?
- Are volunteer prohibitions clearly stated?
- Are procedures in place for resolving conflicts between volunteers and paid staff?
- Does volunteer and paid staff receive training in conflict resolution techniques and processes before problems occur?

## PERFORMANCE REVIEW PROCESS WITH VOLUNTEERS

Many would see performance reviews for Volunteers as being too much or too formal. Others are scared off because they feel they don't have the skills or background to implement them or even introduce them to other Volunteers.

Another way to look at this as to see performance reviews as a reflection of the importance of the Volunteers who play key roles in our Family Readiness Program. It is an effective way of expressing appreciation, identifying issues and needs and holding both the Volunteers and the organization to account.

Increasing numbers of Volunteers are looking to develop and enhance their skills through Volunteer work and welcome opportunities to receive constructive feedback and opportunities to reflect and develop further.

Initiating a Volunteer performance review process should be done sensitively and gradually taking into account any concerns Volunteers may have. Developing a self- assessment tool can be a good first step.

### ***What is a Performance Review?***

A performance review is a regular opportunity (usually 6 monthly or annually) to review how a Volunteer is tracking against a set of agreed outcomes. A good Volunteer Performance Review includes the following components:

- A written role description
- A mutually agreed set of outcomes for a particular role
- An implementation plan

The best performance reviews involve no surprises. Nothing the Volunteer hears in the review should be new to them if the person they are reporting to has done their job and given them regular feedback in the proceeding period.

***How does it work?*** The process can be formal or informal but it is important to schedule a time for it and then stick to it.

### **Before the session:**

- Have the volunteer fill out a self-assessment of how they think they've done against the objectives that were set
- Review the Volunteers role description, outcomes/goals
- Do your own evaluation on how you think the Volunteer has performed against the outcomes that were agreed.

### **During the session:**

- Together, review the role description
- Share positive feedback and appreciation
- Invite the Volunteer to share their self-assessment and assessment of the support they have received in their role
- Offer your assessment of the volunteers performance
- Discuss the barriers to the volunteers current or continued success
- Discuss future plans for the volunteers – what else they'd like to do, what development they might need etc.

### **After the session:**

- Write a summary report for the volunteers file which both you and the volunteer sign off on
- Follow-up on actions and agreements

## Volunteer (Peer to Peer) Performance Appraisal Form

Volunteer being evaluated	
Title	
Volunteer completing the form	
Title	
Date	
Period evaluated	

### Rating Definitions

4	Excellent	Performance is consistently well above expectations
3	Above Average	Performance is above acceptable level
2	Average	Performance is acceptable
1	Below Average	Performance is below acceptable expectations
NA	Not Applicable	

### Ratings on Individual Success Factors

Using the above Rating Definitions, indicate the appropriate numerical rating and enter comment under each factor which follows. If the factor does not apply, enter NA in the rating column.

#### Work Accomplishment:

- Accomplishing primary tasks in job description
- Completing responsibilities as outlined in job description
- Achieving results in a timely fashion

#### Communication:

- Keeping peers and others informed
- Keeping commanders informed
- Responding in a timely manner
- Effectively working with/leading team

#### Planning & Organizing:

- Developing plans
- Developing a budget
- Establishing priorities
- Delegating to team members
- Completing and following-up on assigned tasks

#### Leadership

- Empowering others to make solid decisions and acting for the common good of the group
- Motivating others to work in harmony for common goals and objectives
- Recruiting individuals with necessary skills and experiences for the team

### STRENGTHS, IMPROVEMENT NEEDED & ACTION PLAN

**Describe the person's most significant strengths:**

**Describe the person's development needs:**

<b>Award Level</b>	<b>Award Name</b>	<b>Approval Level</b>	<b>Process time</b>	<b>Reference</b>
Organization/Unit	Certificate of Appreciation/Coin/Other Token	Org Dir/Unit CDR, O-3 or above	Org/Unit Discretion	N/A
Installation	Volunteer of the Month	Org Dir/O-5 Commander/CSM or above	10th of the following month	N/A
Installation	Volunteer of the Quarter	Org Dir/O-5 Commander/CSM or above		N/A
Installation	Individual Volunteer of Excellence	Org Dir/O-5 Commander/CSM or above		N/A
Installation	Retiree Volunteer of Excellence	Org Dir/O-5 Commander/CSM or above		N/A
Installation	Youth Volunteer of Excellence	Org Dir/O-5 Commander/CSM or above		N/A
Installation	FRG Volunteer of Excellence	Org Dir/O-5 Commander/CSM or above		N/A
Installation	Volunteer Organization of Excellence	Org Dir/O-5 Commander/CSM or above		N/A
FORSCOM	Commander's Award for Volunteer Service	FORSCOM Commander	45 days	FORSCOM Regulation 672-1
FORSCOM	Dr. Mary E. Walker Award	Installation CSM	Locally set in conjunction with SGT Audie Murphy Board	FORSCOM Regulation 215-5
Department of the Army	Certificate of Appreciation	Local Commander	30 days	AR 672-20, Chapter 9
Department of the Army	Civilian Award for Humanitarian Service	Commanders, MACOM, and above	60 days	AR 672-20, Chapter 9
Department of the Army	Certificate of Appreciation for Patriotic Civilian Service	Commander, O-5 and above	60 days	AR 672-20, Chapter 9
Department of the Army	Commander's Award for Public Service	Commanders, O-6 and above Commanders with courts-martial authority	60 days	AR 672-20, Chapter 9
Department of the Army	Outstanding Civilian Service Award	Installation Commander	60 days	AR 672-20, Chapter 9
Department of the Army	Secretary of the Army Public Service Award	Secretary of the Army/AIAB	60 days	AR 672-20, Chapter 9



<b>Award Level</b>	<b>Award Name</b>	<b>Approval Level</b>	<b>Process time</b>	<b>Reference</b>
Department of the Army	Decoration for Distinguished Civilian Service	Secretary of the Army	90 days	AR 672-20, Chapter 9
Department of the Army (Military)	Military Outstanding Volunteer Service Medal	Commanders, O-5 and above	30 days	AR 600-8-22
Department of Defense	Secretary of Defense Award for Outstanding Public Service	DOD/AIAB	90 days	DA Pam 672-20, Chapter 5
Department of Defense	DoD Medal for Distinguished Public Service	DOD/AIAB	90 days	DA Pam 672-20, Chapter 5
Presidential	Presidential Medal of Freedom	DOD/AIAB	90 days	DA Pam 672-20, Chapter 5
Presidential	Presidential Citizens Medal	DOD/AIAB	90 days	DA Pam 672-20, Chapter 5
Aviation Branch	Anne Morrow Lindbergh	Commanders, O-6 and above	60 days	US Army Aviation Center, Fort Rucker, AL
Field Artillery Branch	Molly Pitcher Award	FA Commander, O-6 and above	30 days	United States Field Artillery Association
Armor Branch	Order of St. Joan D'Arc	Armor Commander, O-6 and above	30 days	United States Armor Association
Infantry Branch	Shield of Sparta	NIF Committee	30 days	National Infantry Association
Military Related	Emma Marie Baird Award for Outstanding Volunteer Service (ACS)	Commander, Community and Family Support Center	1-Sep	<a href="http://www.goacs.org">www.goacs.org</a>
Military Related	Zachary and Elizabeth Fisher Distinguished Civilian Humanitarian Award	DoD Recommendation Committee	30-May	AR 672-16
Other	Very Important Patriot Award	Submission to NMFA through ACS	1-May	<a href="http://www.nmfa.org">www.nmfa.org</a>
Other	Newman's Own Award for Excellent Military Community Service			<a href="http://www.militarycity.com/award">www.militarycity.com/award</a>
Other	Daily Points of Light Award			<a href="http://www.pointsoflight.org">www.pointsoflight.org</a>
Other	President's Volunteer Service Award			Points of Light Foundation <a href="http://www.pointsoflight.org">www.pointsoflight.org</a>
Other	AUSA Family of the Year Award			<a href="http://www.ausa.org">www.ausa.org</a>

## Army Reserve Volunteer Recognitions and Incentives from USAR 608-1

### 5-12. Formal awards

The following paragraphs identify appropriate formal awards for volunteers and other members of Army Reserve Family Programs. Commanders or designated representatives will present higher-level awards to deserving volunteers. In some cases, volunteers have performed exceptional service and earn special recognition. Contact the servicing Army Reserve Family Programs Office for specific guidance.

### 5-13. Army Reserve Family Programs Volunteer Recognition

This program was established to achieve standardization of award presentations throughout the Army Reserve. Awards are to be presented based on hours of volunteer service in the Army Reserve Family Programs. Volunteer service hours are a compilation of working and travel hours for purposes of recognition. The commander is responsible for initiating these awards. Submit nominations for awards listed in paragraphs d, f, and g below on DA Form 1256, Incentive Award Nomination and Approval. A sample of this form is at figure 5-2. Criteria and corresponding awards are as follows:

- a. **Signed volunteer agreement (DD Form 2793), current Volunteer Service Record (DA Form 4162) and Parental Permission (DA Form 5671), if applicable:** Army Reserve Family Programs Logo Pin.
- b. **100 service hours:** Name Badge.
- c. **300 service hours:** Leather Day Planner Organizer.
- d. **500 service hours:** "Certificate of Appreciation for Patriotic Civilian Service." This award consists of a lapel button and citation certificate. This award recognizes patriotic civilian service that contributes to the unit mission or the welfare of Army personnel. Any commander, lieutenant colonel and above, may approve this award. This award recognizes patriotic service that contributes to the mission of the unit or to the welfare of Army personnel.
- e. **1000 service hours:** Leather briefcase.
- f. **1500 service hours:** "Commander's Award for Public Service." This award consists of a bronze medal, lapel button and a citation certificate. This award is given to recognize service or achievements that contribute significantly to the accomplishments of the Army Reserve mission. Any commander, colonel and above, may approve this award. Volunteer service should span a 2-year period.
- g. **3000 service hours:** "Outstanding Civilian Service Award." This award consists of a bronze medal, lapel button and citation certificate. Commanders, in the rank of major general or above, have approval authority for this award. This award is for outstanding volunteer service over a 3 to 5-year period that makes a substantial contribution or is of great significance to the Army Reserve.
- h. **3500 service hours:** Army Reserve Family Programs Logo Watch.
- i. **5000 service hours:** Lunch with the Chief, Army Reserve (CAR).

### 5-14. Army Reserve Annual Family Programs Awards

a. Nominations are solicited from all Army Reserve units and must be submitted on USAR Form 108-R (Army Reserve Family Programs Annual Award Nomination). Nominations may be submitted by anyone who has knowledge of such service. General guidance is published by USARC requesting nominations, customarily at the end of each calendar year, for submission in January to be boarded and selected for recognition at the spring Senior Leader Conference. Criteria for nominations include:

- (1) **Volunteer of the Year.** This annual volunteer award was established in 1991 by the Chief, Army Reserve as a means of identifying and recognizing the Family Readiness Volunteer of the Year. The nominee must demonstrate a consistent outstanding level of service to the Army Reserve Family Readiness Program. The volunteer must have accumulated at least 50 hours of volunteer service (as documented on DA Form 4162) in the last 12-month period. Volunteer service must be sustained, direct and be documented by letters or certificates signed by commanders and/or community leaders. The volunteer's service must be significant in nature and show direct and tangible results.
- (2) **Unit Commander of the Year.** The unit must have a viable, active and sanctioned Family Readiness Group that routinely publishes the FRG newsletter. The unit must have a completed Family Readiness Plan. The commander must have conducted at least one Family activity within the last 12-month period in addition to mandatory briefings. The nominee must meet the responsibilities indicated in the Unit commander's FRG Checklist (fig 2-4). The nominee must also meet or exceed the responsibilities shown in paragraph 2-12.
- (3) **Family Readiness Liaison (FRL) of the Year.** They must meet or exceed the responsibilities shown in paragraph 2-13. A copy of the sanctioning memorandum appointing this individual as the FRL is required.
- (4) **Family Programs Staff Member of the Year.** They must be a full-time Army Reserve Family Programs staff member who has held that position for at least 180 days prior to the nomination and met or exceeded all the program requirements outlined in chapter 2.

- b. Each command will conduct a review board to select up to two nominees for each category.
- c. The Army Reserve award board will make the final selection recommendations and submit them to the Chief, Army Reserve for approval for selection of five volunteers and one individual in each category for commander, FRL and Staff member of the year. Complete USAR Form 108-R for a volunteer nomination.
- d. The Army Reserve Command Family Programs Directorate will publish guidance and suspense dates for nominating these individuals each calendar year.

### 5-15. Zachary and Elizabeth Fisher Distinguished Civilian Humanitarian Award

DOD established this award in 1996 in honor of Zachary and Elizabeth Fisher. The Fishers have contributed extensively to the support and welfare of members of the Armed Services.

- a. This award honors and recognizes a private sector individual or organization that has demonstrated exceptional patriotism and humanitarian concern for members of the U.S. Armed Forces or their Families. To be eligible, individuals or organizations cannot be employed by DOD or its components during the service period of the award.
- b. Nomination packets must include a summary and proposed citation for the humanitarian act or service rendered and how it significantly enhanced the wellness of military members or their Families. Submit nominations through the chain of command to the Assistant Secretary of the Army for Manpower and Reserve Affairs. See AR 672-16.

### 5-16. President's Volunteer Service Award

- a. The President's Volunteer Service award was created to recognize the millions of Americans who have made a sustained commitment to volunteer service. The award is given to individuals, Families and groups that have demonstrated outstanding volunteer service and civic participation over the course of a 12-month period. Award recipients are eligible to receive the award once every 12 months and receive an official President's Volunteer Service Award pin, a personalized Certificate of Achievement, a note of congratulations from the President of the United States, and a letter from the President's Council on Service and Civic Participation.
- b. Application and further information is available at [www.presidentialserviceawards.gov](http://www.presidentialserviceawards.gov).

## Additional Ways to Recognize Volunteers

- Write a news article which is published in the local newspaper, highlighting their contribution or impact upon the program.
- Write a news article which is published in the unit's newsletter.
- Send cards for personal achievements (birthday, anniversary, new arrival, promotion, graduation, etc.)
- Have an "at-home tea party." (Send volunteers a tea bag in a card and ask them to enjoy a cup of tea in the quiet of their own home.)
- Send a thank-you note or tell the volunteer "Thank You"
- Spontaneously say "thank-you" during a chance or planned meeting or gathering.
- Share the success or impact of one volunteer with others at a meeting or gathering.
- Invite a volunteer out to lunch.
- Establish a Volunteer Honor Roll.
- Run a photograph and news story in the local newspaper.
- Write letters of reference to prospective employers.
- Surprise a volunteer with a birthday cake.
- Praise in public; especially in front of family and friends.
- Stage a potluck dinner in a volunteer's honor.
- Have reserved seating at any event.

### Appreciation

Volunteers like to be appreciated for what they do for the FRG. Some are interested in doing things that are beneficial for people they care about. But even those who profess not to be driven by recognition need to be praised for their efforts. In addition to the FRG leader's positive attitude, kindness, and helpful leadership, there isn't much else to motivate volunteers. Recognition is so easy to give, too. So, give it often. It's good leadership, and it's the right thing to do.

### Important times to recognize FRG volunteers include:

- Completion of a special project or event
- Birthdays
- National Volunteer Week, held every April
- When the military mission is complete and troops return
- Before a volunteer transfers or resigns

## GRATUITOUS SERVICE AGREEMENT

I desire to volunteer my services to (name of organization or unit and so on).

I expressly agree that my services will be performed without pay and that I will not, solely because of these services, be considered an employee of the U.S. Government or any instrumentality thereof. I expressly agree that I will neither expect nor demand present or future salary, wage, or related benefits as payment for gratuitous service. I agree to participate in whatever training may be required in order to perform the gratuitous work for which I am providing.

(Signature)  
(typed or printed name and signature of individual providing gratuitous service and date)

(Signature)  
(Typed or printed name and signature of accepting official and date)

## GRATUITOUS SERVICE PARENTAL PERMISSION AGREEMENT

I, (PARENTS NAME), parent, give my permission for my daughter, (CHILD'S NAME), to provide gratuitous service at (NAME OF ORGANIZATION) during (TIME AND DATE OF VOLUNTEER SERVICE)

I understand that the service will be performed without pay and that she/he will not, solely because of these services, be considered an employee of the U.S. Government or any instrumentality thereof. I expressly agree that I will neither expect nor demand present or future salary, wage, or related benefits as payment for gratuitous service. I agree to participate in whatever training may be required in order to perform the gratuitous work for which I am providing.

(Signature of Parent/Guardian)  
(typed or printed name and signature of individual providing gratuitous service and date)

(Signature)  
(Typed or printed name and signature of accepting official and date)

<b>CLAIM FOR REIMBURSEMENT FOR EXPENDITURES ON OFFICIAL BUSINESS</b>	1. DEPARTMENT OR ESTABLISHMENT, BUREAU, DIVISION OR OFFICE	2. VOUCHER NUMBER

*Read the Privacy Act Statement on the back of this form.*

<b>4. CLAIMANT</b>	a. NAME (Last, first, middle initial)	b. SOCIAL SECURITY NO.
	c. MAILING ADDRESS (Include ZIP Code)	d. OFFICE TELEPHONE NUMBER

**5. PAID BY**

**6. EXPENDITURES** (If fare claimed in col. (g) exceeds charge for one person, show in col. (h) the number of additional persons which accompanied the claimant.)

DATE	CODE	Show appropriate code in col. (b):		MILEAGE RATE	AMOUNT CLAIMED				
		<b>A</b> - Local travel <b>B</b> - Telephone or telegraph, or <b>C</b> - Other expenses ( <i>itemized</i> )	<b>D</b> - Funeral Honors Detail <b>E</b> - Specialty Care		MILEAGE	FARE OR TOLL	ADD PERSONS	TIPS AND MISCELLANEOUS	
(a)	(b)	(c) FROM (d) TO		(e)					(f)
<i>(Explain expenditures in specific detail.)</i>									
<i>If additional space is required continue on the back.</i>					<b>SUBTOTALS CARRIED FORWARD FROM THE BACK</b>				

7. AMOUNT CLAIMED (Total of cols. (f), (g) and (i).) <b>\$</b>	<b>TOTALS</b>								
--	---------------	--	--	--	--	--	--	--	--

8. This claim is approved. Long distance telephone calls, if shown, are certified as necessary in the interest of the Government. (Note: If long distance calls are included, the approving official must have been authorized in writing, by the head of the department or agency to so certify (31 U.S.C. 680a).)

*Sign Original Only*

**APPROVING OFFICIAL SIGN HERE** 
DATE

10. I certify that this claim is true and correct to the best of my knowledge and belief and that payment or credit has not been received by me.

*Sign Original Only*

**CLAIMANT SIGN HERE** 
DATE

9. This claim is certified correct and proper for payment.

*Sign Original Only*

**AUTHORIZED CERTIFYING OFFICER SIGN HERE** 
DATE

**11. CASH PAYMENT RECEIPT**

a. PAYEE (Signature)	b. DATE RECEIVED
c. AMOUNT \$	

12. PAYMENT MADE BY CHECK NO.

ACCOUNTING CLASSIFICATION

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DoD Overprint 4/2002 STANDARD FORM 1164 ~~107~~ 11-77  
Prescribed by GSA, FPMR (CFR 41) 101-7

**6. EXPENDITURES - Continued**

DATE 19	C O D E	Show appropriate code in col. (b):		MILEAGE RATE	AMOUNT CLAIMED			
		A - Local travel	B - Telephone or telegraph, or C - Other expenses (itemized)		D - Funeral Honors Detail	E - Specialty Care	MILEAGE	FARE OR TOLL
(a)	(b)	(c) FROM (d) TO		(e)	(f)	(g)	(h)	(i)
		(Explain expenditures in specific detail.)						
<i>Total each column and enter on the front, subtotal line.</i>								

In compliance with the Privacy Act of 1974, the following information is provided: Solicitation of the information on this form is authorized by 5 U.S.C. Chapter 57 as implemented by the Federal Travel Regulations (FPMR 101-7), E.O. 11609 of July 22 1971, E.O. 11012 of March 27, 1962, E.O. 9397 of November 22, 1943, and 26 U.S.C. 6011(b) and 6109. The primary purpose of the requested information is to determine payment or reimbursement to eligible individuals for allowable travel and/or other expenses incurred under appropriate administrative authorization and to record and maintain costs of such reimbursements to the Government. The information will be used by Federal agency officers and employees who have a need for the information in the performance of their official duties. The information may be disclosed to appropriate Federal, State, local, or foreign agencies, when relevant to civil, criminal, or regulatory investigations or prosecutions, or when pursuant to a requirement by this agency in connection with the hiring or firing of an employee, the issuance of a security clearance, or investigations of the performance of official duty while in Government service. Your Social Security Account Number (SSN) is solicited under the authority of the Internal Revenue Code (26 U.S.C. 6011(b) and 6109) and E.O. 9397, November 22, 1943, for use as a taxpayer and/or employee identification number; disclosure is MANDATORY on vouchers claiming payment or reimbursement which is, or may be, taxable income. Disclosure of your SSN and other requested information is voluntary in all other instances; however, failure to provide the information (other than SSN) required to support the claim may result in delay or loss of reimbursement.

## Volunteer Telephone Reimbursement Form

*(For use of this form see USAR Reg 608-7; the proponent agency is the USAR Family Programs Directorate.)*

### PRIVACY ACT ADVISORY STATEMENT

**AUTHORITY:** Title 10, U.S. Code Annotated, Section 3013

**PURPOSE:** The Family Readiness Coordinator is authorized to submit a claim for reimbursement for program-related expenses.

**ROUTINE USES:** To transmit and provide background for receipts submitted to substantiate a claim for reimbursement.

**PROVIDING THE INFORMATION:** Providing the information requested is voluntary; however, withholding the information will delay or prevent reimbursement.

Name (First, MI, Last): \_\_\_\_\_ Unit: \_\_\_\_\_

Address \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Daytime Phone Number : \_\_\_\_\_

**Copy of Telephone Bill must be attached for reimbursement. Use page 2 of this form to justify calls over 10 minutes. To calculate reimbursement, include total bill and tax portion.**

Date <small>(MM/DD/YYYY)</small>	Person Contacted	Purpose of Call (the specific)	Phone Number	Cost
<b>REIMBURSEMENT REQUESTED:</b>				

Total reimbursement requested from page 2 of form: \_\_\_\_\_

**TOTAL REIMBURSEMENT REQUESTED:** \_\_\_\_\_

*I verify that this request for expenses is expressly connected with my volunteer duties to the USAR Family Readiness Program and are not related to fundraising activities. I understand that by requesting reimbursement, I cannot later request a tax benefit for the same expenditures.*

\_\_\_\_\_  
*Volunteer's Signature and Date (MM/DD/YYYY)*

\_\_\_\_\_  
*Verifying Individual and Date (MM/DD/YYYY)*

*(Send completed forms to your Servicing Command Family Programs Office.)*

Prepared by Family Programs Office Approving Official

Check Number: \_\_\_\_\_

Date Issued: \_\_\_\_\_

Amount: \_\_\_\_\_

Approved by: \_\_\_\_\_  
*(Name, Title)*



Volunteer Telephone Reimbursement Form (continuation)

Name (First, M, Last): \_\_\_\_\_ Unit: \_\_\_\_\_

Calls over 10 minutes:

Date <small>(month/day/year)</small>	Person Contacted	Purpose of Call (the specific)	Phone Number	Cost
<b>REIMBURSEMENT REQUESTED:</b>				

Justification for calls in excess of 10 minutes:

## Volunteer Newsletter Reimbursement Form

[For use of this form see USAR Reg 608-1; the proponent agency is the USAR Family Programs Directorate.]

### PRIVACY ACT ADVISORY STATEMENT

**AUTHORITY:** Title 10, U.S. Code Annotated, Section 3013.

**PURPOSE:** For Family Readiness offices to submit claims for reimbursement for program related expenses.

**ROUTINE USES:** To maintain and provide background for receipts submitted to substantiate a claim for reimbursement.

**PROVIDING THE INFORMATION:** Providing the information requested is voluntary, however withholding the information will delay or prevent the reimbursement.

Name (First, MI, Last): \_\_\_\_\_ Unit: \_\_\_\_\_

Address \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Daytime Phone Number: \_\_\_\_\_

Copy of receipts for printing, postage, etc., must be attached  
with a copy of the FRG Newsletter for reimbursement.

If unit supplies and/or equipment were not used, please complete page 2.

Supplies Purchased	Quantity	Cost per Item	Total
TOTAL REIMBURSEMENT REQUESTED:			

I verify that this request for expenses is expressly connected with my volunteer duties to the USAR Family Readiness Program and are not related to fundraising activities. I understand that by requesting reimbursement, I cannot later request a tax benefit for the same expenditures.

Volunteer's Signature and Date (MM/DD/YYYY)

Verifying Individual and Date (MM/DD/YYYY)

[Send completed forms to your Servicing Command Family Programs Office.]

Prepared by Family Programs Office Approving Official

Check Number: \_\_\_\_\_

Date Issued: \_\_\_\_\_  
(MM/DD/YYYY)

Amount: \_\_\_\_\_

Approved by: \_\_\_\_\_  
(Name, Title)

**Volunteer Newsletter Reimbursement Form** (continuation)

Name (First, MI, Last): \_\_\_\_\_ Unit: \_\_\_\_\_

If unit supplies and/or equipment were not used, please explain and identify costs incurred providing receipts as appropriate.

I acknowledge that above information is accurate and the volunteer is eligible for FS-NAF reimbursement of related expenses

\_\_\_\_\_  
Unit Representative (Commander, FRL, UA)

# Volunteer Child/Elder Care Reimbursement Form

(For use of this form see USAR Reg 60B-1; the proponent agency is the USAR Family Programs Directorate.)

## PRIVACY ACT ADVISORY STATEMENT

AUTHORITY: Title 10, U.S. Code Annotated, Section 2673

PURPOSE: For Family Readiness Centers to submit a claim for reimbursement for a legitimate child expense.

ROUTINE USES: To transmit and receive telegrams for receipts submitted for reimbursement.

PROVIDING THE INFORMATION: Providing the information requested is voluntary; however, withholding the information will result in denial of reimbursement.

Name (First, MI, Last): \_\_\_\_\_ Unit: \_\_\_\_\_

Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Daytime Phone Number: \_\_\_\_\_

Receipts for child/elder care must be attached for reimbursement

Date: \_\_\_\_\_ Family program/activity supported (be specific): \_\_\_\_\_  
(MM/DD/YYYY)

Child Care Provider: \_\_\_\_\_ Number of children: \_\_\_\_\_

Time In: \_\_\_\_\_

Time Out: \_\_\_\_\_

Address: \_\_\_\_\_ Total Hours: \_\_\_\_\_

Hourly Rate: \_\_\_\_\_

TOTAL COST: \_\_\_\_\_

Date: \_\_\_\_\_ Family program/activity supported (be specific): \_\_\_\_\_  
(MM/DD/YYYY)

Child Care Provider: \_\_\_\_\_ Number of children: \_\_\_\_\_

Time In: \_\_\_\_\_

Time Out: \_\_\_\_\_

Address: \_\_\_\_\_ Total Hours: \_\_\_\_\_

Hourly Rate: \_\_\_\_\_

TOTAL COST: \_\_\_\_\_

Use back of form to continue listing expenses, if necessary

Total reimbursement requested from page 2 of form: \_\_\_\_\_

TOTAL REIMBURSEMENT REQUESTED: \_\_\_\_\_

I verify that this request for expenses is expressly connected with my volunteer duties to the USAR Family Readiness Program and are not related to fundraising activities. I understand that by requesting reimbursement, I cannot later request a tax benefit for the same expenditures.

Volunteer's Signature and Date \_\_\_\_\_  
(MM/DD/YYYY)

Verifying Individual and Date \_\_\_\_\_  
(MM/DD/YYYY)

(Send completed forms to your Servicing Command Family Programs Office.)

Prepared by Family Programs Office Approving Official

Check Number: \_\_\_\_\_

Date Issued: \_\_\_\_\_  
(MM/DD/YYYY)

Amount: \_\_\_\_\_

Approved by: \_\_\_\_\_

(Name, Title)

**Volunteer Child/Elder Care Reimbursement Form (continuation)**

Name (First, MI, Last): \_\_\_\_\_ Unit: \_\_\_\_\_

Date: \_\_\_\_\_ Family program/activity supported (be specific): \_\_\_\_\_  
(MM/DD/YYYY)  
 Child Care Provider: \_\_\_\_\_ Number of children: \_\_\_\_\_  
 \_\_\_\_\_ Time In: \_\_\_\_\_  
 \_\_\_\_\_ Time Out: \_\_\_\_\_  
 Address: \_\_\_\_\_ Total Hours: \_\_\_\_\_  
 \_\_\_\_\_ Hourly Rate: \_\_\_\_\_  
 \_\_\_\_\_ TOTAL COST: \_\_\_\_\_

Date: \_\_\_\_\_ Family program/activity supported (be specific): \_\_\_\_\_  
(MM/DD/YYYY)  
 Child Care Provider: \_\_\_\_\_ Number of children: \_\_\_\_\_  
 \_\_\_\_\_ Time In: \_\_\_\_\_  
 \_\_\_\_\_ Time Out: \_\_\_\_\_  
 Address: \_\_\_\_\_ Total Hours: \_\_\_\_\_  
 \_\_\_\_\_ Hourly Rate: \_\_\_\_\_  
 \_\_\_\_\_ TOTAL COST: \_\_\_\_\_

Date: \_\_\_\_\_ Family program/activity supported (be specific): \_\_\_\_\_  
(MM/DD/YYYY)  
 Child Care Provider: \_\_\_\_\_ Number of children: \_\_\_\_\_  
 \_\_\_\_\_ Time In: \_\_\_\_\_  
 \_\_\_\_\_ Time Out: \_\_\_\_\_  
 Address: \_\_\_\_\_ Total Hours: \_\_\_\_\_  
 \_\_\_\_\_ Hourly Rate: \_\_\_\_\_  
 \_\_\_\_\_ TOTAL COST: \_\_\_\_\_

Date: \_\_\_\_\_ Family program/activity supported (be specific): \_\_\_\_\_  
(MM/DD/YYYY)  
 Child Care Provider: \_\_\_\_\_ Number of children: \_\_\_\_\_  
 \_\_\_\_\_ Time In: \_\_\_\_\_  
 \_\_\_\_\_ Time Out: \_\_\_\_\_  
 Address: \_\_\_\_\_ Total Hours: \_\_\_\_\_  
 \_\_\_\_\_ Hourly Rate: \_\_\_\_\_  
 \_\_\_\_\_ TOTAL COST: \_\_\_\_\_

Date: \_\_\_\_\_ Family program/activity supported (be specific): \_\_\_\_\_  
(MM/DD/YYYY)  
 Child Care Provider: \_\_\_\_\_ Number of children: \_\_\_\_\_  
 \_\_\_\_\_ Time In: \_\_\_\_\_  
 \_\_\_\_\_ Time Out: \_\_\_\_\_  
 Address: \_\_\_\_\_ Total Hours: \_\_\_\_\_  
 \_\_\_\_\_ Hourly Rate: \_\_\_\_\_  
 \_\_\_\_\_ TOTAL COST: \_\_\_\_\_

Date: \_\_\_\_\_ Family program/activity supported (be specific): \_\_\_\_\_  
(MM/DD/YYYY)  
 Child Care Provider: \_\_\_\_\_ Number of children: \_\_\_\_\_  
 \_\_\_\_\_ Time In: \_\_\_\_\_  
 \_\_\_\_\_ Time Out: \_\_\_\_\_  
 Address: \_\_\_\_\_ Total Hours: \_\_\_\_\_  
 \_\_\_\_\_ Hourly Rate: \_\_\_\_\_  
 \_\_\_\_\_ TOTAL COST: \_\_\_\_\_

# Volunteer Transportation Reimbursement Form

[For use of this form see USAR Reg 608-1; the proponent agency is the USAR Family Programs Directorate.]

## PRIVACY ACT ADVISORY STATEMENT

**AUTHORITY:** Title 10, U.S. Code Annotated, Section 3013

**PURPOSE:** For Family Readiness Center to submit a claim for reimbursement for program-related expenses.

**ROUTINE USES:** To interview and check on background for receipts submitted to substantiate a claim for reimbursement.

**PROVIDING THE INFORMATION:** Providing the information requested is voluntary; however, withholding the information will delay or prevent reimbursement.

Name (First, MI, Last): \_\_\_\_\_ Unit: \_\_\_\_\_

Address \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Daytime Phone Number: \_\_\_\_\_

### Receipts for public transportation must be attached for reimbursement

Date: \_\_\_\_\_ Purpose of trip: \_\_\_\_\_  
(MM/DD/YYYY)

Destination: \_\_\_\_\_

COST

Public Transportation \_\_\_\_\_

Personal auto (Round Trip Mileage: \_\_\_\_\_ x Rate: \_\_\_\_\_) \_\_\_\_\_

Tolls \_\_\_\_\_

Parking \_\_\_\_\_

Other (specify) \_\_\_\_\_

TOTAL \_\_\_\_\_

Date: \_\_\_\_\_ Purpose of trip: \_\_\_\_\_  
(MM/DD/YYYY)

Destination: \_\_\_\_\_

COST

Public Transportation \_\_\_\_\_

Personal auto (Round Trip Mileage: \_\_\_\_\_ x Rate: \_\_\_\_\_) \_\_\_\_\_

Tolls \_\_\_\_\_

Parking \_\_\_\_\_

Other (specify) \_\_\_\_\_

TOTAL \_\_\_\_\_

Use back of form to continue listing expenses, if necessary

Total reimbursement requested from page 2 of form: \_\_\_\_\_

**TOTAL REIMBURSEMENT REQUESTED:** \_\_\_\_\_

I verify that this request for expenses is expressly connected with my volunteer duties to the USAR Family Readiness Program and are not related to fundraising activities. I understand that by requesting reimbursement, I cannot later request a tax benefit for the same expenditures.

Volunteer's Signature and Date (MM/DD/YYYY) \_\_\_\_\_

Verifying Individual and Date (MM/DD/YYYY) \_\_\_\_\_

[Send completed forms to your Servicing Command Family Programs Office.]

Prepared by Family Programs Office Approving Official

Check Number: \_\_\_\_\_

Date Issued: \_\_\_\_\_  
(MM/DD/YYYY)

Amount: \_\_\_\_\_

Approved by: \_\_\_\_\_

(Name, Title)

Volunteer Transportation Reimbursement Form (continuation)

Name (First, MI, Last): \_\_\_\_\_ Unit: \_\_\_\_\_

Date: \_\_\_\_\_ Purpose of trip: \_\_\_\_\_

Destination: \_\_\_\_\_

	COST
Public Transportation	_____
Personal auto (Round Trip Mileage: _____ x Rate: _____)	_____
Tolls	_____
Parking	_____
Other (specify) _____	_____
<b>TOTAL</b>	_____

Date: \_\_\_\_\_ Purpose of trip: \_\_\_\_\_

Destination: \_\_\_\_\_

	COST
Public Transportation	_____
Personal auto (Round Trip Mileage: _____ x Rate: _____)	_____
Tolls	_____
Parking	_____
Other (specify) _____	_____
<b>TOTAL</b>	_____

Date: \_\_\_\_\_ Purpose of trip: \_\_\_\_\_

Destination: \_\_\_\_\_

	COST
Public Transportation	_____
Personal auto (Round Trip Mileage: _____ x Rate: _____)	_____
Tolls	_____
Parking	_____
Other (specify) _____	_____
<b>TOTAL</b>	_____

Date: \_\_\_\_\_ Purpose of trip: \_\_\_\_\_

Destination: \_\_\_\_\_

	COST
Public Transportation	_____
Personal auto (Round Trip Mileage: _____ x Rate: _____)	_____
Tolls	_____
Parking	_____
Other (specify) _____	_____
<b>TOTAL</b>	_____

Date: \_\_\_\_\_ Purpose of trip: \_\_\_\_\_

Destination: \_\_\_\_\_

	COST
Public Transportation	_____
Personal auto (Round Trip Mileage: _____ x Rate: _____)	_____
Tolls	_____
Parking	_____
Other (specify) _____	_____
<b>TOTAL</b>	_____

## Volunteer Miscellaneous Reimbursement Form

*(For use of this form see USAR Reg 60B-1; the proponent agency is the USAR Family Programs Directorate.)*

### PRIVACY ACT ADVISORY STATEMENT

**AUTHORITY:** Title 38, U.S. Code Annotated, Section 3713

**PURPOSE:** For Family Readiness volunteers to submit a claim for reimbursement for program-related expenses

**ROUTINE USES:** To provide a background for receipts submitted to substantiate a claim for reimbursement

**PROVIDING THE INFORMATION:** Providing the information requested is voluntary. However, withholding the information will delay or prevent reimbursement

**Name (First, MI, Last):** \_\_\_\_\_ **Unit:** \_\_\_\_\_

**Address** \_\_\_\_\_

**City:** \_\_\_\_\_ **State:** \_\_\_\_\_ **Zip:** \_\_\_\_\_

**Daytime Phone Number :** \_\_\_\_\_

**Receipts for expenses must be attached for reimbursement**  
*(Prior approval from the Servicing Command Family Programs Office is required.)*

Family Program Activity Supported (be specific)	Event Date <small>(MM/DD/YYYY)</small>	Expenditure Description	Cost

**TOTAL REIMBURSEMENT REQUESTED:** \_\_\_\_\_

*This request for expenses is expressly connected with my volunteer duties to the USAR Family Readiness Program and are not related to fundraising activities. I understand that by requesting reimbursement, I cannot later request a tax benefit for the same expenditure.*

\_\_\_\_\_  
*Volunteer's Signature and Date (MM/DD/YYYY)*

\_\_\_\_\_  
*Verifying Individual and Date (MM/DD/YYYY)*

*[Send completed forms to your Servicing Command Family Programs Office.]*

**Prepared by Family Programs Office Approving Official**

**Check Number:** \_\_\_\_\_

**Date Issued:** \_\_\_\_\_  
(MM/DD/YYYY)

**Amount:** \_\_\_\_\_

**Approved by:** \_\_\_\_\_  
*(Name, Title)*