2009 Special Olympics World Winter Games

Volunteer Services

After Action Report

Director of Volunteer Services
Brenda Perreaux

Volunteer Managers:
Debbie Savory
Renee Jones
Micah Umphrey

Volunteer Coordinator:
Ginger Street
Kathy Steele (Volunteer Staff)
Alice Loveridge (Volunteer Staff)
Marissa Reynolds (AmeriCorps Member)
# 2009 Special Olympics World Winter Games

Volunteer Services After Action Report

## Table of Contents

### Section I. OVERVIEW OF VOLUNTEER SERVICES FUNCTION

A. Overview/Purpose
B. Goals & Objectives
   1. Goals
   2. Objectives
C. Overview of Services
D. Key Deliverables
   1. Needs Assessment
   2. Recruitment
   3. Volunteer Communication & Awareness
   4. Placement & Assignment
   5. Orientation & Training
   6. Scheduling
   7. Credentials and Uniform Distribution
   8. Games Time Support
   9. Policies & Procedures
E. Legacy

### Section II. SCHEDULES/TIMELINES/EVENTS

A. Schedules
   1. Pre-Games
   2. Games
   3. Post Games
B. Committee Timelines
C. Events

### Section III. SCOPE OF VOLUNTEER SERVICES OPERATIONS

A. Games Organizing Committee Organizational Chart
B. Volunteer Services Organization Chart
C. Scope of Engagement with Venues

### Section IV. VOLUNTEER SERVICES GUIDELINES/RULES/POLICIES AND PROCEDURES

A. General Guidelines/Management Policies
B. Functional Policies
C. Procedures
Section V. Budget

Section VI. Key Interfaces
A. Provider
B. Receiver

Section VII. FORMS, DIAGRAMS AND APPENDICES
Appendix 1 Online Orientation Slides
Appendix 2 Script for online orientation
Appendix 3 Job Specific Training Template
Appendix 4 Training Schedule
Appendix 5 Volunteer Handbook
Appendix 6 Uniform Ordering/Sizing
Appendix 7 Lead Volunteer Survey
Appendix 8 Special Groups Breakdown
Appendix 9 AmeriCorps Volunteer Application
Section I: OVERVIEW OF VOLUNTEER SERVICES FUNCTION

A. OVERVIEW/PURPOSE

Volunteers are an essential element of the 2009 Special Olympics World Winter Games. The 2009 Games Organizing Committee (GOC) involved approximately 4,700 volunteers including general volunteers (3,000), medical (400), security (400) and the Healthy Athlete program (900). The Volunteer Services Department (VS) provided a critical service in its management of the volunteer team assembled to staff the largest sporting event ever to be held in Idaho. The department was instrumental in ensuring that 2009 Special Olympics World Winter Games volunteers were recruited, trained and provided a positive experience with Special Olympics that will perpetuate an involvement with the movement that outlives the existence of the 2009 Games Organizing Committee.

Mission

All volunteers for the 2009 Special Olympics World Winter games have a meaningful and enjoyable experience contributing to a world class sporting event through the seamless collaboration between Volunteer Services, the Games Organizing Committee and Special Olympics International (SOI) creating a dedicated, well trained and inspired volunteer force.

B. GOALS & OBJECTIVES

- In collaboration with other GOC departments and SOI, clearly define volunteer needs and job requirements for 2009 SOWWG.
- Build systems and processes that will enable effective, seamless recruitment and management of 2009 SOWWG volunteers.
- Serve as the sole volunteer registration data collection point for GOC and provide volunteer advice and guidance to other GOC departments.
- Ensure effective recruitment, screening, general orientation and on-site management of all 2009 SOWWG volunteers.
- All registered volunteers are either placed in suitable positions commensurate with their skills/and desires against the needs of the organization, or are notified in the most respectful way that their services are not required or they are placed in other positions that are needed outside of the games organizing committee.
- The needs of the organization in terms of the required number of volunteers per shift per task at each venue and functional area are met.
- That all volunteers are well trained in order for them to undertake their duties in a safe and effective manner and that the training is done in the most efficient/effective manner.
- That volunteers are provided all the tools for them to undertake their jobs, and supported in a respectful and comfortable manner at all times. This specifically entails the process of accreditation, uniforming, feeding, and transport support.
- That there are the required policies and procedures in place to ensure the safe conduct of the games and that the interests and care of both volunteers and Games family as well as spectators and general public is always in place.
- That the volunteer program is delivered within agreed to budgets.
- Highlight and celebrate the experiences of the volunteers.
• Build the foundation for a lasting volunteer legacy and a committed Special Olympics volunteer force in Idaho and across the United States.

VOLUNTEER SERVICES

Volunteer Services (VS) is a key Functional Area of any major Games or Event. VS sets the framework and standards for the volunteers who will deliver the games and be the staff extension of the Functional Areas. VS will provide the tools to ensure volunteers are assigned, trained, scheduled and credentialed.

Our observation was that the GOC and the FA’s did not have a clear understanding of what role VS would play in the organization. A level of trust was not established and this is important to make this union a success. The integration between VS and the FA’s was slow in coming. VS is there to support the FA’s and not hinder their operations.

As VS moved forward and captured a “few wins” within the organization, the integration and communication improved.

C. OVERVIEW OF SERVICES

The role of the department is to provide Human Resource services to all functional areas and over 3,000 general volunteers. The department will meet with other functional areas regularly to seek feedback and continually assess their needs both before and during the games.

Volunteer Services provides the tools and processes to create a team of volunteers who will be key to the delivering the Games for the Functional Areas.

Functional Areas must realize that Volunteers provide a vital role as an extension of their staff and programs.

Along with Information Services and our database contractors, the department developed an online application process that included a 10 to 15 minute orientation. All general volunteer data is maintained in this data base.

The department recruited special groups and general volunteers through media, web site and presentations. In order to do so the VS worked in conjunction with Marketing to insure a clear and consistent message to the public.

It is important that volunteers be kept informed during the time between the application process and when they are contacted by their venue leaders. Communication with volunteers is maintained via e-mail, web site, phone messaging (reverse 911), and a postcard that was mailed in mid-October. Communications was maintained monthly by a monthly newsletter that was sent to volunteers via e-mail using the MyState - Reverse 911 system.
OBSERVATIONS:

When initially selecting our volunteer management software, we selected Viewpoint Technologies for the software’s capability to utilize a password sensitive entrance in order to breakdown and manage the separate volunteer groups. I believe that if this could have been implemented, with general volunteers completing a general application, and specific areas such as Healthy Athletes and medical, utilizing a password entry, that management of volunteers would have been much easier.

RECOMMENDATIONS:

**Volunteer data should be collected into one central database for ease of management.** This would have especially been helpful when we started receiving information on from the FBI disqualifying volunteers. When this happened we had to look through 5 separate databases in order to find people. Furthermore consistent data could be kept on all groups. For example the Healthy Athletes program only collected volunteer’s full legal name and date of birth. We had no way to contact any of the volunteers within this program.

ViewPoint observation- A management decision was made to collect Volunteer information in 3 databases – general volunteers, medical volunteers and Healthy Athlete volunteers. In hindsight we should have collected all volunteer information in one database in a consistent basis. This would have improved communication to all volunteers, assisted with security checks validation and streamlined accreditation for these groups. The Volunteer Management Software, Viewpoint Technologies, could have easily accommodated this.

GOC Addendum – When initially speaking with ViewPoint Technology during software selection it was indicated that they could utilize portals to manage special volunteer groups within the system. GOC staff asked ViewPoint technology for this in mid-June. They did not respond, and therefore GOC was unable to utilize portal option.
D. KEY DELIVERABLES

1. VOLUNTEER NEEDS ASSESSMENT
   In order to ensure that volunteers are utilized a volunteer needs assessment must be completed. This involves maintaining an open communication with all functional areas through interactive staff meetings. A dot exercise was completed for competition venues by the sports department. All non-competition venues dot exercises was completed by their respective venue directors. This allowed us to identify the number of volunteers needed at each venue, and ensured that each functional area is accounting for only their needed volunteers. The dot exercise occurred in October.

   After completion of the volunteer dot exercise, volunteer services met with all functional areas to discuss their volunteer numbers and to scrub excess numbers as needed to meet the 3,000 volunteer number.

OBSERVATIONS:

   The needs assessment process was not done thoroughly or with a plan in mind. 3000 volunteers was a number driven by the budget not by planning or by a comprehensive document prepared by an individual with Games experience.

RECOMMENDATION:

1. The Needs Analysis needs to be comprehensive exercise using a template which lists all jobs, functions and functionalities. From there, it is determined if a position is a volunteer or not. Example Access control may be done by the police so a volunteer is not required. The Needs Analysis should be conducted with personnel who have been through a previous games in conjunction with local resources who will be able to relate that information to the venues, the environment, and the city.

2. The next step is the dot exercise. This needs to be based on a determination of operating hours, days of competition, flows of people, and keeping into account the functional needs of the venues. Example– volunteer lounge, athlete lounge, family lounge – can these FA needs be combined into one lounge to reduce budget on tents, FFE, staff and volunteer resources. Once the FA spaces are allocated and agreed upon, then dot exercise can be done. During October and November, the needs should be reviewed and include input from all Functional Areas not just Sport. You can then create your schedule of needs for the volunteers. This should be for ALL venues – not just competition venues. You will also determine which tasks are to be filled by a general volunteer, which are contracted, which are covered by the venues, which are covered by specific volunteer groups, ie Ski Patrol

3. Every venue (competition and non competition) should go through a planning exercise to determine their needs. Communication between the Venue Teams and the FA’s should be consistent and ongoing. Functional areas were changing their volunteer requirements a week before the start of the games and expecting Volunteer Services to fill additional last minute needs. This is an indication that FA’s did not know their operating plans, how to utilize volunteers, or how to work with their venue teams to utilize existing volunteers.

4. Multi task your volunteers – they want to keep busy.
5. **Keep the tasks as generic as possible** – so volunteers can be redeployed as necessary. 95% of the volunteer tasks could be accomplished with a minimum of training so it is easy to move volunteers between tasks.

6. Sport insisted on creating a volunteer job for every job responsibility. This micro managing of volunteer tasks was unnecessary and made it very difficult to assign and schedule volunteers to the Sport FA’s. By creating 165 unique jobs, it limited the reassignment of volunteers and it was confusing to volunteers. We could have easily managed the Sport Volunteers with 15-20 unique tasks instead of the 165 tasks that were set up.
2. RECRUITMENT - General Volunteers

The launch of volunteer recruitment coincided with the launch of the application. This was a large media event. Volunteer recruitment also occurred through the following means:

1. **Media Coverage**
   
   We will have two large media events, one during the launch of the application and the final launch at the time of the deadline. We will utilize television media in the Boise and Twin Falls area. Print media will be utilized in the McCall, Sun Valley, and Boise areas, and radio media in both McCall and Boise area.

2. **E-Mail Blasts**
   
   During the Invitational Games we found the use of e-mail blasts to be highly affective. Many companies and social groups currently have member e-mail lists. Recruitment of these groups will involve the formation of a general e-mail message and the use of local social organizations e-mail lists. These messages will be sent at two times. The first blast will occur with the launch of the application, and the second blast will occur at the time of the application deadline. E-mail blasts will be utilized in Sun Valley, McCall, and Boise areas.

3. **Volunteer Recruitment Tour**
   
   In order to recruit volunteers for Sun Valley and McCall, we will have a recruitment tour. This will involve using the RV to visit outlying areas and staging media events where individuals will be provided with additional volunteer information.

4. **Volunteer Recruitment Events**
   
   In addition to our application launch, a second recruitment event will take place. This will feature two of our major sponsors, Wal-Mart and Moxie Java. This event will take place in early September as we start to wrap up volunteer recruitment. It will take place in front of Wal-Mart on a Saturday morning, to ensure a large amount of foot traffic. In addition, free moxie java samples will be given to any individuals signing up to volunteer.

**OBSERVATIONS:**

Volunteer recruitment started July 17th and continued through September 30th. Initially we had a great response with 800 people registering online in the first three weeks. Our initial kick-off event went very well, and we had over 100 volunteer register at the event alone. We had a great deal of media, including live television and radio feeds, surrounding the kick-off event and that seemed to contribute to the success. We found it much more successful to stage events specifically geared at recruiting, rather than attending functions were recruitment was secondary (such as street fairs, parades, etc...). During the 2 ½ months of recruitment our largest draws were in the first two weeks, and the last two days. The last two days we had over 2,000 volunteer register. We believe that this was due to the large amount of media coverage.

The volunteer recruitment tour served more as an informative tour about the Games, rather than a volunteer recruitment opportunity. In the future this would be a great source of marketing for the entire Games, rather than just for the volunteer department.
RECOMMENDATIONS:

Volunteer Services should work in direct collaboration with marketing in the development of a recruitment strategy. Large events should be planned directly relating to recruitment, rather than setting up recruitment booths at existing events (i.e.: parades, fairs, etc...).

The recruitment of volunteers with specific skill sets is important to the success of the 2009 Special Olympics World Winter Games.

1. **Medical Volunteers**
   - We are working in collaboration with Ada County Paramedics and our Medical Commissioner Troy Hagen to recruit medical volunteers. All medical volunteers will be recruited in collaboration with St. Alphonsus and St. Lukes, both local hospitals. Under a contract with these hospitals they will provide all medical volunteers.

2. **Security Volunteers**
   - We are working in collaboration with the Idaho State Police and our Security Commissioner Kevin Johnson to recruit all skill specific security volunteers. Skill specific volunteers will be recruited by Kevin Johnson from a variety of local, state, and federal agencies. Security access volunteers will be considered general volunteers and will be recruited by volunteer services.

3. **Language Services Volunteers**
   - We will work in collaboration with the Language Services Department to identify numbers and volunteer needs for Language Services. The volunteer application will contain multiple questions regarding second language skill sets. This will include questions about the secondary language and fluency.

4. **Delegation Assistant Liaisons (DAL)**
   - Volunteer Services will work in collaboration with the Delegation Services Department to identify numbers and volunteer needs for Delegation Services. Through the volunteer recruitment task force, made up of lead volunteers, we will identify businesses and organizations that have individuals with strong language skills who are able to commit to the 14 days necessary. This list will be provided to Delegation Services who will oversee the recruitment of DALs. DALs will be interviewed by the Delegation Services Department.

5. **Sports Specific**
   - Volunteer Services is working in collaboration with the Sports Managers to determine general volunteer needs. It is the responsibility of each sport to recruit sports specific lead volunteers. Volunteer services will assist in identifying and recruiting volunteers if a request is made by the area. General volunteers (filling general positions) will be recruited by volunteer services. Any individual interested in serving in a sports specific lead position will be given the contact information for that specific sport. It is the responsibility of the Sports Manager to interview all potential lead volunteers.

6. **Lead Volunteers**
   - Lead volunteers will serve an important role both before and during games time. Lead volunteers for the positions of commissioner and supervisor. A request form has been distributed to all functional areas and an email was sent to all of the 2008 Invitational Games...
volunteers, with a follow-up in August to all registered volunteers. Those volunteers who responded were then sent a questionnaire to determine their time commitment, their job preference and their experience or expertise. Lead volunteers were matched up in all functional areas that provided a request.

OBSERVATIONS:

Overall the breakdown of volunteers by skill set worked quite well. All DAL and language services volunteers were recruited by the language services/delegation services department. On a weekly basis we provided updates to the language services/delegation services department on any general volunteers that had signed up that processed a skill set that was need by delegation/language services. This worked out well, as they were able to interview each volunteer to make sure their skill set matched the needed criteria.

This was also the case in the case of sports specific volunteers. The majority of sports specific volunteers were recruited by the sports directors. The only problem was that some of the sports directors were brought on late, which resulted in an extension of the application deadline for these skill specific volunteers.

All medical and security volunteers were handled by an outside entity associated with one of our sponsors. She organized and scheduled all of these of these skill specific volunteers saving us hundreds of hours of work.

The lead volunteer survey was sent out twice, once to all individuals that volunteered in 2008, and secondly in mid-September to all volunteers that had registered for the 2009 Games. This was highly successful, and resulted in a large number of highly skilled lead volunteers.

It was found that the closer to the Games, the drop-out rate increased. Overall numbers were between 15 and 20%.

RECOMMENDATIONS:

Handpicked volunteers must register volunteer online. Because many sport specific volunteers were on a list that was manually entered, these volunteers did not have a web record, did not upload a credentialing photo, and did not agree to the electronic Volunteer Waiver.

Any registrations entered manually must include all mandatory information – full name, birth date, email, contact phone #’s and an address.

Any handpicked volunteers should be assigned to their volunteer task and not left in the general pool of volunteer names.

Please see appendix 7 for the lead volunteer survey.
APPLICATION LAUNCH

The proper launch of the application is critical to the success of the volunteer department. A well thought out and organized application launch will guarantee the success of volunteer recruitment, timeliness of the process, and eventual success of each volunteer at the event.

We believe that there are a few integral steps that must be met so that the application launch is a success:

1. **Heavy Media Involvement** – including radio coverage and possible television coverage. During our volunteer application launch we utilized local television and radio coverage to extend our message. Live media coverage at the event greatly increased the amount of foot traffic we received. In addition, newspaper coverage including multiple press releases, started approximately 1 week before the application launch. Utilization of the media was key to the success of the application kick-off event.

   In addition, Special Olympics Idaho sent out an announcement in their monthly newsletter. This was very beneficial as it reached not only local Idaho athletes and families, but their volunteers as well.

2. **Date and Time** – the volunteer application was launched July 17th, 2008. This was a mid-week launch that allowed use to utilize daytime news programs to extend our message. Overall, the mid-week launch allowed us to reach a large population. We chose to have the launch event in the evening, with hours from 4:00 p.m. to 9:00 p.m. This allowed many people to come to the event after leaving their place of employment. We were also fortunate, as our launch occurred during the summer months, which allowed us to have an event outside.

3. **Location** – location was very important to the success of the application launch event. We chose to have our application launch at Boondocks, a local family fun center. Boondocks partnered with the 2009 Special Olympics World Winter Games, providing discounted admission to all individuals registering to volunteer. The location was family friendly, and allowed for families to bring their children to the launch. Boondocks is located in a central location of the Treasure Valley, which also allowed for volunteers from outlying areas to attend.

4. **Product Give-Away** – in order to attract a large interest we gave away a variety of products at the event. The majority of products given away went to local athletes and their families

OBSERVATIONS

*The Application Launch event was a great success, with over 100 volunteers registering on-site, and another 150 off site. We had a great deal of media coverage, including a live feed from a local television and radio station.*

*The kick off was mid-week, which allowed for a larger group to attend. Initially we planned the event for a weekend, but in retrospect it was good to have it on the weekday as it allowed for people to attend who might typically go out of town on a summer weekend. Our hours allowed individuals to come after work. Overall, we were very happy with the date and time.*
Our application kick off took place at a local amusement park. This allowed volunteers to bring their families, and allowed us the opportunity to invite local athletes to participate. We had a great response from local athletes with 30 attending the event. Many of them also signed up to volunteer at the event.

RECOMMENDATIONS:
I would recommend that the kick off is a large event with ample media coverage. Volunteer requirements should be hi-lighted in the media, so that volunteers arriving are not surprised by the requirements. These two elements will lead to a successful volunteer recruitment.
APPLICATION ACKNOWLEDGEMENT

An acknowledgement of receipt of applications will appear on the data base once a fully complete application is submitted notifying the applicant that their application has been accepted. Incomplete applications will not be accepted and a message directing volunteers to complete fields requiring input will appear. An email acknowledging receipt of the application will be sent out immediately. In order to reduce paper usage and mailing costs, no hard copy acknowledgement will be sent.

OBSERVATIONS

The online application acknowledgement was beneficial in that it required no additional expense or staff time. The only problem we found is that on some occasions the acknowledgement went to a volunteers junk e-mail, and therefore they had trouble finding their acknowledgement.

RECOMMENDATIONS

Communicate to the volunteers about where to find their volunteer acknowledgement. Ensure the website includes this information also.
3. VOLUNTEER COMMUNICATION & AWARENESS

Effective and regular communication is essential to keeping a volunteer work force informed and motivated. Experience tells us that volunteers feel left out when there is a long delay between the time they submit their application and they receive their first communication from the Games. Email alone has proven to be an unreliable form of communication because of things like spam blockers. Budget limitations lead us to come up with alternatives to hard copy mass mailings, therefore VS and all FA should utilize “reverse 911” to replace mailings and to supplement emails. The reverse 911 system communicates in a variety of methods, utilizing both phone messages and e-mail messages. We feel that the reverse 911 system is superior to traditional e-mail, as it has the ability to blast through spam blockers.

We posted general information on the website and in the newsletter. Volunteer services notified all volunteers of their training dates, times and locations via the phone and email. It was the responsibility of volunteer services to develop a call center, manned by volunteers, to call all volunteers and respond to their questions.

The Call Center was activated in mid-October. We had a staff of volunteers arrive in three shifts to make phone calls, with a morning, afternoon and evening shift. We found that it was easiest to reach volunteers in the evening hours. These calls served two primary roles, to check that volunteers were still interested in volunteering, and to notify them of their assignment and of training times/dates.

The Call Center was time consuming, but was critical in the relationship between volunteers and the GOC. It allowed volunteers to ask questions in a non-confrontational manner.

In addition to the call center a volunteer e-mail account was maintained. The volunteer e-mail account received a great volume of e-mails. During the busiest time it was not rare to have over 300 e-mails per day. We had one staff that was responsible for answering e-mails. While this was a large task for them, it was also beneficial in that they provided a consistent message to volunteers. It was important that a staff member responded to e-mails, as they had the most accurate and up to date information. Furthermore, they were able to make judgment calls that a volunteer couldn’t necessarily make. E-mails should be maintained on a daily basis. Initially the e-mail account was answered minimally, leaving volunteers to wait days before receiving an answer. By the end of the Games a full time staff answered e-mails, and therefore they were answered on a daily basis.

The website provided a great opportunity to share information with volunteers, athletes, and the public. Our website featured our volunteer application, volunteer orientation, uniform/UDAC information, credential photo information, and basic policies on our requirements, background check, and group volunteer policy. While our website contained a great deal of information it was difficult to navigate. A good deal of time and attention should be made in the organization of the website, as well as keeping the information up to date.
**OBSERVATIONS**

Overall our communications plan was effective. Volunteers felt that they were communicated in a timely fashion. We did not use the MyState – Reverse 911 system as much as initially was anticipated. During our initial testing of the system we experienced a glitch, resulting in a delay of message when a volunteer picked up the phone. Therefore we had hundreds of people call us back wondering why we had called. This experience caused us to not further utilize the system for Volunteer Services. However, this system was utilized for multiple other departments.

A postcard was sent out in mid-October reminding volunteers of the steps that needed to be completed prior to volunteering. This was our only mailing, with the remainder of communication being sent electronically. Initially the organization was opposed to a mailing, due to the cost. However, volunteers utilized the cards to the fullest. Many of them brought them to their trainings in November and December.

**RECOMMENDATIONS** –

When utilizing an external company to send out the Volunteer Newsletters it should be ensured that they are provided with the most current list of e-mail addresses. This should be updated on a weekly basis with the outside company.

The volunteer account should be answered on a daily basis, therefore ensure volunteers receiving a timely answer with accurate information.

The Volunteer Hotline or Call Centre must be staffed with qualified staff or volunteers to ensure they are providing the most current information.

The bi-monthly volunteer newsletter should be kept up to date. As the Games drew closer, there was a greater length of time between newsletters. These should be maintained throughout the Games on a bi-weekly basis.
4. Placement & Assignment

By December 15, 2008, the objective was to place all volunteers in a position, agree to this position, and attended training. That placement would be recorded in the software against the overall needs. We would continue to assign volunteers to jobs until all positions are filled.

OBSERVATIONS

Key functional areas with high #’s of volunteers had not completed their planning exercises in a consistent fashion to enable accurate placements. For example – was it # of volunteers required or # of volunteers to fill the shifts?

Certain FA’s had already assigned volunteers and commitments were made to these volunteers - so we had positions filled that we did not know about.

Working within a volunteer # that was derived by budget rather than by a true needs assessment was a challenge. How did we really know how many more volunteers to assign and to what areas?

RECOMMENDATIONS

Everything goes back to the Needs Assessment – and are all FA’s working on the same wavelength – same level of service and care, same operating hours.

Example - the GOC chose to have 4 different lounges - it would have been prudent to consolidate financial and volunteer resources in this respect and was 4 lounges really necessary for this level of competition?

A “mega” weekend orientation and job fair would have accomplished many things in a short period of time – general volunteer information, functional area information, and that first face to face communication that all volunteers were waiting for.
Utilizing Volunteer Groups

MILITARY VOLUNTEERS

The Idaho National Guard served an important role in the 2009 Special Olympics World Winter Games. During the Games, the National Guard was instrumental in the execution of logistics functions. During the course of the Games all military personal will be in their military uniforms and games credentials. These volunteers reported to the Manager of Logistics and the Director of Operations.

OBSERVATIONS & RECOMMENDATIONS

Military volunteers played a critical role in our logistics department. In the future they should be utilized for this role as they provided a great service. The only problem we found was that their mission was so clearly defined, that we were unable to utilize them for other roles where they could have been of benefit. ALSO NOTEsomething about MANPOWER MANAGEMENT VS. VOLUNTEER MANAGEMENT AND CLOSE COLLABORATION WITH HR>

AMERICORPS VOLUNTEERS

In early August we met with the AmeriCorps program to discuss the possibility of sending AmeriCorps teams to assist with the Games. Volunteer Services worked in collaboration with our Chief Financial Officer Bruce Shrepple to secure the teams. Please see appendix 9 to review the AmeriCorps Application.

The teams came in three separate waves, with the first team arriving in early November, the second in early December, and the final team in early January. Overall more than 30 Corps members assisted before and during the Games.

OBSERVATIONS

The contributions made to the Games by the AmeriCorps volunteers are immeasurable. They provided support in all areas of the GOC. Many of them served in leadership roles in transportation, food and beverage, Special Olympics Town, accommodations, and volunteer services. These volunteers were highly skilled and had a strong work ethic. Overall they were a pleasure to work with, and the Games would not have been as successful without their contributions. It is highly recommended that they are utilized again!

RECOMMENDATIONS

We recommend that the scope of work and hours of operation be communicated clearly upfront. The first meeting led us to believe that the AmeriCorps crew would work/volunteer as required by their manager. This could be long hours during the week, evening meetings and weekends. Hours of operations varied amongst functional areas so some AmeriCorps were working until late every night while others finished the day at 5 pm. Once we were far down the track with our AmeriCorps staff, we
were informed that their hours of work were capped. This information would have been useful upfront so we could have planned our meetings and workloads to support the hours of work of AmeriCorp.

It is also crucial that any staff/volunteer resources are properly trained, managed, motivated and placed within their capabilities and existing skills sets and experience.

See appendix 8 for list of special groups and role in GOC.

5. Orientation & Training

**ORIENTATION**

The goal of orientation and training sessions was to provide all volunteers with a basic understanding of Special Olympics and of the 2009 Special Olympics World Winter Games.

All volunteers were asked to participate in three or four separate trainings:

- **General Orientation:** Material presented by Volunteer Services via the internet which volunteers could access from their home computer.

- **Functional Area Training:** Training provided in collaboration between functional areas and volunteer services. General information presented by Volunteer Services with explanation of assignment and scheduling process. Detailed information unique to the functional area was presented by each functional area.

- **Job Specific Training:** This was provided by the Functional Area and covered job specifics relating to the volunteer position – example Driver Training or Food Safe training.

- **Venue Walkthrough:** An opportunity for volunteers assigned to a specific venue to see their venue first hand and walk through the facility. Materials provided and presented by venue management staff with input from Functional Areas.

In order to accommodate our many volunteers traveling long distances, we utilized our on-line orientation provided by BrainShark technology as this would be most effective. All volunteers were required to watch the on-line orientation prior to choosing their job assignment and schedule.

The on-line orientation was brief, lasting between 12 and 15 minutes. It covered the following information:

- General Special Olympics Information

- World games national games, state & regional games
• What is an intellectual disability?
• Appropriate interaction with athletes & other cultures
• Importance of handbook, where they can get handbook and what’s inside
• Volunteer check in procedures
• SOWWG and Special Olympics programs (Special Olympic Town, Healthy Athletes, Host Town)
• Flexibility statement
• Uniform Basics
• Question section in video

In order to reduce production costs and length we utilized an existing Special Olympics International video that covered the general information on Special Olympics, intellectual disabilities, and appropriate interactions with athletes.

Please see appendix 1 to review the slides and appendix 2 to review the online orientation script.

OBSERVATIONS

The online orientation developed by Brain Shark was a great success. It qualified even further that a registrant was a committed volunteer for Special Olympics and provided a general understanding about Special Olympics athletes and the organization.

The information provided, and the method it was provided in, made it extremely useful for local and international volunteers.

While ViewPoint technology had the capability to upload the orientation into the application process, we could not reach them before our application launch to have them incorporate the orientation.

Through e-mail and postcard reminders, the majority of volunteers completed the online orientation.

RECOMMENDATIONS

Volunteer Services would highly recommend utilizing BrainShark in the future. The staff was easy to work with, and we were able to produce a high level orientation in the matter of a few days.

We would link the Volunteer online training module to the volunteer registration web portal to ensure that all volunteers had the opportunity to access the video when they registered.
**JOB SPECIFIC TRAINING**

In order to provide each volunteer with the most accurate and up to date information about their specific job or functional area, it was the responsibility of each functional area to develop training materials and information. Training began in October and were completed in early January, dependent upon the number of trainings required.

The responsibility of Volunteer Services:
- Confirm training dates & locations with Functional Areas (FA)
- Book training locations (onsite of offsite)
- Notify all volunteers of training dates
- Provide FA with number of confirmed volunteers for training sessions
- Provide FA with Volunteer Services Training Presentation to incorporate into their specific information
- Provide FA with reports – # of volunteers planned, # of volunteers assigned
- Provide FA with scheduling templates
- Physical Set up of the training venue – chairs, tables, area for photo credentials, etc
- Providing coffee/tea & snacks (budget driven)
- Set up projector & screen – assist with lap top set up if needed
- Greet and welcome volunteers upon arrival
- Check in volunteers for attendance and hand out any training documents.
- Present the Welcome and Introductions – outline the evening’s agenda
- Explain volunteer services role – credential photo/waiver/intellectual disability overview handout
- Support FA’s during training as necessary – i.e answer general volunteer questions, assist with any scheduling assignments
- Help with the clean up and tear down upon conclusion of training
- Work closely with FA to support a smooth and positive transition of volunteer to FA

The responsibility of the Functional Area:
- Prepare FA slides to insert into “Job Specific Training Presentation”
- Ensure FA presentation is ready for training
- Prepare any documents needed for training sessions
- Notify volunteer department if a training session needs to be rescheduled or cancelled
- Work closely with Volunteer Services to develop a procedure for scheduling of volunteers
- Deliver FA training
- Assist with clean up and tear down upon conclusion of training
- Work closely with VSS to support a smooth and positive transition of volunteer to FA’s

The majority of trainings will be held onsite at the GOC in the volunteer training center.
Please see appendix 3 to review the job specific training template. Please see appendix 4 to see the schedule of trainings.

Remote trainings for volunteers in Sun Valley and McCall occurred in mid-December. To make the best use of everyone’s time, the trainings were 2 fold – a general volunteer training and a functional area training. Representatives from the functional areas were available to answer questions about their area and “entice” volunteers to choose a position within their area. Volunteers were then asked to indicate their preferred schedule which then allowed us to match volunteers to positions and available shifts.

We realized that December was a very hectic month for many volunteers. To accommodate those volunteers who could not attend previous training sessions, we held a “mega” training in early January. This training was held January 6-7 to ensure that all information was completed in order to produce volunteer credentials by January 10. The format of the Boise “mega” training was similar to the format in the McCall and Sun Valley trainings - covering all necessary material and scheduling in one session.

**OBSERVATIONS:**

The initial planning of the volunteer job specific trainings was not as well received by the GOC as we had hoped. There was a disconnect between what we had to accomplish and how best to do this versus what role Volunteer Services had in the trainings. Why did we need space onsite for trainings? Why was Volunteer Services involved in Functional Area training?

After the first training, it was evident that we had a success. Volunteers were anxiously awaiting information and this was our first step to communicate to them in person. It was also our opportunity to ensure Volunteer Waiver Forms were completed and we had a photo for their credential. Volunteer Services developed the framework for the Functional Area training which kept consistency in the trainings and made it easy for the FA to deliver their materials without worrying about the general volunteer processes and information.

It was important to offer the trainings onsite at the Games Office where possible – realizing some sessions may require a larger space.

**Trainings started in mid-October and lasted through early January.**

Meeting with the FA’s prior to their trainings proved to be very beneficial. It alleviated many of their concerns, and allowed volunteer services to review their information to be presented. This is very important, as many FA’s provided too much information or not enough for their volunteers.

Actual operation of the trainings went very smoothly. We had a small group of volunteers who worked all of the trainings. This consistency in staffing made it easy for all involved as each person was well aware of their responsibilities, and the process.
RECOMMENDATIONS:

It is our recommendation that volunteer trainings be held in a constant location, preferable at the GOC Office. This will cut down on set up time, staff time, and resources required at an off site location. It is also easier for volunteers to report to one consistent site.

It is recommended that the trainings be condensed into one month, as the 2 ½ month time period became too lengthy. Each job specific area should have a maximum of two separate training dates. Therefore if a volunteer is unable to attend the first date, they will have an option for a second date. Overall, trainings should be small in number and large in size.

Another option which we would recommend is to hold the trainings over 2 weekends - 500 people per session. The main focus for these larger sessions would be to provide the general volunteer information, take their credentialing photos, explain the functional areas, and record their scheduling preferences. The next step would be the job specific trainings which would be hosted by the FA’s at a later date when FA’s had more concrete plans and operating dates/times confirmed.

We would look at utilizing Technology to reduce interaction with volunteers, for example, specific training manuals and FAQ’s could be accessible within their web registration record.
6. SCHEDULING:

The plan was to schedule volunteers at their job specific training so they could select the location of their volunteer shift, as well as the dates and times. We had the option of posting available shifts online for a volunteer to accept or decline. This process was used minimally.

The majority of scheduling was done in person, over the phone, or by email correspondence. Volunteer Services working with the FA’s tried to determine the hours of the shift, the dates, and the venues. Volunteers would then record their preference of shift dates and times and Volunteer Services would try and match the preference to the actual. This information was then entered into the Volunteer Registration System. After being entered, volunteers can then view their schedules online. In order to make any changes to their schedule they were required to contact Volunteer Services. We accepted schedule changes until mid-January. After that point, any scheduling changes were to be managed by the FA.

Minimum volunteer shift requirements were outlined in the initial volunteer application. These requirements will mandate that all volunteers work a minimum of 4 shifts, with a shift defined as 6-8 hours.

Volunteer scheduling is a cooperative effort between each Functional Area and Volunteer Services. Volunteer Services relies upon each Functional Area to provide detailed shift information prior to job specific trainings.

Volunteer services met with each Functional Area at least one week before their training to discuss scheduling needs. The Functional Area were asked to provide their schedule to volunteer services at least two days before the training to ensure that all materials were complete for the training.

OBSERVATIONS:

Scheduling is an extremely complex process. Our largest obstacle came in working with the Functional Areas (FA) to define their volunteer schedules. While the majority of FA’s were able to define their shifts early on, many FA’s continued to change their schedules up until the week before the Games. This made communication with the volunteers very difficult. A hard deadline should be set for the finalization of volunteer schedules.

We did receive a large increase in questions about scheduling from volunteers in late November/early December. Original communication indicated that they would be allowed to choose a schedule online. Due to incomplete information on shift dates and times, most of the scheduling had to occur at volunteer job specific trainings. This was not communicated clearly with the volunteers, and therefore resulted in confusion among the volunteers.

While we set a final deadline of January 1 for all volunteer schedule changes this did not happen. We continued to make shift changes through the UDAC.

Our volunteer requirements included volunteers agreeing to a minimum of 4 shifts before receiving their uniforms. The vast majority of volunteers completed 4 or more shifts, however a small number of
volunteers did not agree to 4 shifts. We encouraged them to take more shifts, but could not refuse them a uniform.

RECOMMENDATIONS:

Before you start requesting scheduling preferences from volunteers, ensure you have confirmed venues, operating hours, competition dates, and volunteer tasks. We realize that every FA is anxious to fill their shifts, but you must have the accurate dates and times first. We made many phone calls to volunteers to change their shifts as a FA realized their volunteer requirements had changed.

We would recommend posting available shifts on-line and allow assigned volunteers to accept or reject a specific shift. This requires clear communication to the FA’s and the volunteers about the process. Our Volunteer Registration software had the capability to post available shifts online. For example, a volunteer assigned to Food & Beverage at Bogus Basin would see the available dates and shift times for their specific task on their individual web record. They could then choose their shift online and the database personnel would accept or reject the shift choices. Because information was changing so rapidly, it was a difficult decision to post available shifts or not post available shifts as we knew how much communication would be required to the volunteers. In the end, we decided to only post minimal shifts (for some positions that were locked down). For the shifts that were posted, the majority of the volunteers did not use this feature.

We recommend that every FA use the centralized scheduling system. Some FA’s managed their volunteers schedules independently. Volunteer services had no idea when volunteers were scheduled, who was scheduled, how many meals to plan for, etc.
VOLUNTEER MANAGEMENT SOFTWARE OBSERVATIONS & RECOMMENDATIONS

OVERVIEW FROM VIEWPOINT TECHNOLOGY OF VOLUNTEER MANAGEMENT SOFTWARE:

A decision was made in April 2008 to implement a comprehensive volunteer management system which consisted of registration, assignment, scheduling and credentialing components.

Web registration began in May and by September the organization had reached it’s assumed quota of required volunteers, ie 5,000.

OBSERVATIONS

The business rules of who needed to register was not clear or communicated to the FA’s or the staff. Some FA’s believed that anyone who required a credential needed to register in the volunteer management system (ie Contractors, Vendors, Venue Staff).

As pointed out elsewhere in this document, there was a decision to NOT include medical and healthy athlete volunteers in this process.

An integrated system is key to the success of the volunteer program.

RECOMMENDATIONS

The Volunteer Services staff must be trained to answer the questions arising from web registrations and volunteer emails. This communication to the volunteers must be prompt and accurate.

The Volunteer Services staff must be fully comfortable and knowledgeable about the volunteer management system.

The option to offer volunteers an opportunity to have their photos taken at the Volunteer Centre was excellent. It allowed the volunteers to connect and meet the Volunteer Services staff and volunteers.

Even though the software allowed for online scheduling options, we chose to limit that to a select group of volunteers. The tasks and hours of operations were fluctuating and it was too difficult to post information on the web portal and then change the information the next week.

We likely started the manually scheduling process too early which caused more scheduling changes than anticipated.

GOC RECOMMENDATIONS & OVERVIEW OF VIEWPOINT SYSTEM

After reviewing two volunteer management software programs it was decided in early May to work with ViewPoint Technology based out of Victoria, BC, Canada. Initial conferences with ViewPoint indicated that we would be able to develop a completely online application process, be able to use a password sensitive
volunteer entry to separate special groups, and finally would be able to schedule volunteers online. It was for these three reasons in particular that the software was selected.

In early June Micah Umphrey, GOC volunteer manager met with ViewPoint staff in Canada to discuss the volunteer process. This meeting was very beneficial and gave the GOC a good understanding of the wide scope of the project. Prior to the launch in mid-July, the GOC volunteer services staff worked with ViewPoint to develop an online volunteer application. They provided a great deal of information on format and process at this time.

Prior to the launch of the application GOC staff requested that ViewPoint technology develop a password sensitive application for the following groups:

- Medical
- Security
- Healthy Athletes

GOC staff did not hear back from ViewPoint technology, and therefore had to launch the system without a password sensitive application. Due to the lack of control over applicants, it was determined that the groups listed above would be captured outside of the ViewPoint system and then inputted at a later time. The lack of support from ViewPoint technology in regards to the password sensitive application was frustrating, and lead to a great deal of work later on in the process. Due to the length to enter applicants individually into the system, it was determined at a later time that these groups would not be inputted into the ViewPoint system.

In the future all volunteer information should be kept in one database. This is especially important when it comes to communicating with and identifying volunteers.

In mid-October ViewPoint technology staff was contracted to provide additional management support for the volunteer services team. With them they brought a great deal of expertise in volunteer management and of the ViewPoint system. While their contributions were critical in the success of the Games, their system was quite confusing and complex. GOC staff found the ViewPoint software to not be user friendly. There was never adequate training of all volunteer services staff on how to pull reports, check information, and schedule volunteers. This lead to great confusion as the Games neared, and volunteer staff was unable to perform simple tasks within the system.

Initially the online scheduling component was a major selling point for GOC staff. However, in order to utilize this component the GOC had to have a solid understanding of their volunteer needs in mid-October. This was not the case, and scheduling had to be done by hand. A minimal amount of scheduling occurred online for the Sports department; however volunteers found the online scheduling somewhat confusing.

One of the best features of ViewPoint was the ability for volunteers to access their private volunteer accounts using a user name and password. This feature allowed them to view their shifts, view their credential photos, and access their volunteer application. While this feature was beneficial we found that many of our volunteers were unable to utilize it to its full potential as they did not understand the features. As with many advanced systems the portion of our volunteers that were able to utilize the feature appreciated and utilized it fully.
CREDENTIALS:

In preparation for printing credentials, each volunteer must have the following:
- Job assignment
- Confirmed schedule
- Signed Volunteer Waiver
- Photo

The volunteer department was responsible for the distribution of credentials and uniforms to volunteers. There were 3 Uniform Distribution Accreditation Center (UDAC) - Boise, McCall and Sun Valley.

To streamline the credentialing process at UDAC, volunteers had the option of uploading a photo into their web record. The requirements for the photo were posted with uploading instructions on the website. Volunteer services had the right to reject any inappropriate photo and request the volunteer to resubmit or the photo taken at the GOC.

Although this method makes photo management easier, it is unrealistic to expect all volunteers to have the comfort or skill-level to perform this task. Volunteer Services offered daily hours for volunteers to have their photos taken in the office and uploaded to the database location. Photos were also taken at training sessions.

Volunteers with guidance from Volunteer services staff operated the volunteer center. The volunteers were trained on how to answer the phones, emails and respond to queries. Any general volunteers that dropped by the Volunteer Centre could have their credential picture taken, watch the orientation, and ask questions at the volunteer center.

OBSERVATIONS

Volunteer services made a high priority of collecting the information needed to produce a credential as soon as possible. Therefore the majority of volunteers had provided volunteer services with their credential photo and their schedule before we printed on January 11.

After credentials were printed they were attached to the volunteer schedules. These schedules were available at check-in at the UDAC.

Volunteer credentialing was separate from athlete credentialing as we used two separate software systems. While this was not a huge problem, it was an issue for staff who were easily confused as to who to speak with regarding a credentialing issue.

The job assignments, scheduling, and credentialing of Medical and Healthy athletes was confusing as some volunteers were not sure who was processing their information or where they picked up their credential.
The functional areas of Credentialing and Volunteer Services overlapped in the planning and information processing of the Volunteer Credentials. It is important to keep the communication open between these areas to ensure all deadlines are met.

RECOMMENDATIONS

Your goal is to ensure 95% of the volunteers to be “Green to Go” – meaning they had a job assignment, had a confirmed scheduled, had completed their volunteer waiver, and had a photo uploaded prior to the Uniform Distribution and Credentialing pick up. We were very successful in achieving a high % of Green to Go volunteers.

We recommend that all volunteer credentials are produced and printed from one database.

Credentialing of Volunteers is a function of Volunteer Services and should be managed by the VS staff.

The Credentialing functional area can be rolled into the portfolio of Volunteer Services. It is not necessary to create a separate FA for Credentials.
UNIFORM DISTRIBUTION AND ACCREDITATION CENTER (UDAC)

All volunteers completing the minimum volunteer requirements were provided a 2009 Special Olympics World Winter Games Uniform. Volunteers are required to wear their uniform during their shift. Uniforms varied in color, with medical volunteers wearing red, security volunteers wearing yellow, general volunteers wearing blue, and staff in green. Volunteer Services distributed uniforms along with credentials and the volunteer handbook at the UDAC.

Any volunteers missing a photo would have that taken at UDAC if necessary.

Individuals were required to pick up their own volunteer uniforms and credentials. To receive a credential the individual must show a photo ID. Acceptable ID is limited to passports, driver’s license, military ID, and for student ids for volunteers 16 and under.

Uniform distribution occurred in mid-January in Boise. In addition there was remote UDAC’s in Sun Valley and McCall, for all volunteers living in those areas. It was recommended that all volunteers living in Boise, yet working in McCall or Sun Valley receive their uniforms in Boise. Listed below is the general timeline for the gathering of uniform information, ordering, and distribution, as well as who is responsible for each function:

<table>
<thead>
<tr>
<th>Task</th>
<th>Dept. Responsible</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gathering Volunteer Uniform Size Data*</td>
<td>Volunteer Services</td>
<td>Aug. 31</td>
</tr>
<tr>
<td>Order uniforms</td>
<td>Logistics</td>
<td>Sept. 1</td>
</tr>
<tr>
<td>Inventory of Uniforms</td>
<td>Logistics</td>
<td>Jan. 1 -10</td>
</tr>
<tr>
<td>Delivery Uniforms to Distribution Center</td>
<td>Non - Comp. Venue</td>
<td>Jan. 15 - 18</td>
</tr>
<tr>
<td>UDAC (Boise)</td>
<td>Non-Comp. Venue</td>
<td>Jan. 22</td>
</tr>
<tr>
<td>UDAC (McCall)</td>
<td>Non- Comp. Venue</td>
<td>Jan. 24-25</td>
</tr>
</tbody>
</table>

Gathering Volunteer Uniform Size Data:

*This data was derived from ViewPoint (our Volunteer Registration System) and was provided to the GOC for ordering uniforms. We realize that we will not have complete volunteer numbers and information by September 1, however we will use the data we derived from 2008 coupled with the information we have available for 2009 to derive uniform needs.

Inventory of Uniforms

Upon receipt of volunteer uniforms, it was the responsibility of the logistics department to receive and inventory all uniforms. Uniforms were delivered to the distribution center two days prior to distribution.

Distribution of Uniforms

Uniforms will be distributed using the following method:

Once arriving at the distribution center, volunteers will pick up a Volunteer Details sheet after presenting a state issued government identification. Appropriate forms of identification include a drivers license, passport, military I.D., or for students under the age of 16, a student I.D.

Exchange of Uniforms
Volunteer services will do its best to give volunteers the uniform size indicated on their volunteer application. However, volunteer services cannot ensure that all volunteers will the size indicated.

Out of Town Uniform Distribution:
We will have volunteer uniform and credential distribution centers in both McCall and Sun Valley for volunteers living in these areas. We ask volunteers who live in Boise, but who work in either McCall or Sun Valley to pick up their uniforms at the Boise UDAC.

Out of Area/International Volunteers
Volunteer Services maintained a Volunteer Service Center located at GOC headquarters the week of the games. Out of area volunteers were able to pick up their uniforms and credentials prior to their volunteer shifts during designated times.

OBSERVATIONS
The UDAC proved to be highly successful. Volunteers received their schedule and credential simultaneously, make any changes needed to their schedule, pick up their uniform, and sign off on their schedule in a matter of a few moments. This process was sped up by the fact that the majority of work had been done before hand. Volunteers that had a complete schedule and who had provided volunteer services with their photo were marked as “green to go”. Over 80% of our volunteers were “green to go”. Volunteers who were missing a step were marked with a “red check”. The red check indicated that they needed additional help. This simple process was extremely easy for volunteers working the event to understand. This high level of service made for a very enjoyable experience for volunteers and staff alike. Overall we had no complaints about the UDAC experience.

RECOMMENDATIONS
It is highly recommended that the UDAC last no longer than 2 days. The UDAC’s in both Sun Valley and McCall were quite successful, but once again hours of operation should be minimal. Finally, the Games Time UDAC hours should be extended during the first few days of the Games (open 12 hours), and hours at the end of the Games should be minimal. We ended up closing the Games Time UDAC two days before the end of competition, as we had no volunteers in need of the service.

We highly emphasized the I.D. requirement at training, and via e-mail. However, we had a very small group of people that forgot their I.D. Due to the heightened security these individuals were not allowed to pick up their uniforms. It is important that if you have a requirement this stringent that it be communicated clearly with volunteers.

VOLUNTEER HANDBOOK
All volunteers were provided with a handbook that served as a resource for them prior to and during the Games. We feel that it is important to keep the handbook small (no more than 15 pages) in order to ensure that volunteers have easy access to important information. In addition the size of the handbook will be small, in order to ensure it will fit easily into a coat pocket. The handbook will contain information such as:
- Venue Maps
- Emergency Information
- Cultural Sensitivity Information
- Volunteer Requirements & Rights
- Parking information
- Information on meals and breaks

This handbook was completed in early December, to ensure timeliness for publication.

Please see appendix 5 to review the volunteer handbook.

**OBSERVATIONS:**

The handbook was a concise document that provided detailed information to volunteers. The small size made it easy for volunteers to review. Furthermore, it should be noted that some information, such as parking is difficult to receive in a timely fashion. Time limitations forced us to publish the handbook without important information such as parking. A follow up e-mail (venue specific) was sent to all volunteers two weeks prior to the games that included parking information.

**RECOMMENDATIONS:**

It is recommend that the handbook be posted online as early as possible so that volunteers may review before receiving their handbook at the UDAC. With the excitement of receiving their uniform, the importance of the handbook was somewhat lost.
VENUE WALK THROUGH:
The venue walk through is an important step in ensuring that volunteers have a concrete understanding of the layout of the venue prior to arriving for their first volunteer shift. In the weeks prior to the games, the venue management team led a venue walk through for all volunteers able to attend.

Volunteer Services assisted in notifying volunteers of their specific venue walk through via phone call and e-mail. Volunteers were notified in early January of their scheduled venue walk-through.

DELETE THIS SECTION
Scheduled venue walk-through’s (as of December 6th) are as follows:
- Expo Idaho – January 12
- Bogus Basin – January 12
- Ponderosa State Park – January 17
- Dollar Mountain – January 17
- Idaho Ice World – January 17
- Qwest Arena – February 5
- Sun Valley Nordic Center – February 7

OBSERVATIONS:
The venue walk through was completely organized by the venue manager. Volunteer services only role in the venue walk through was notifying volunteers of when and where to report. This proved to be a great option as the venue managers were experts on the venues, and were able to answer questions that volunteer services would have been unable to answer.
D. KEY RESPONSIBILITIES

GAMES TIMES OPERATIONS:

During the Games, Volunteer Services served a Human Resources function at all venues. The majority of Volunteer Services duties revolved around volunteer check-in and the volunteer lounge. Volunteer Services relied on a highly trained group of lead volunteers to perform the vast majority of oversight at each of the venues.

Each venue had the following volunteers:

Volunteer Commissioner
- Responsible for the oversight of volunteer check-in, the volunteer lounge, and working in direct collaboration with the sports management and venue management staff to determine volunteer needs throughout the venue. This person was selected and interviewed by the Volunteer Services Department prior to the games. This person was required to attend extensive training prior to the event.

Volunteer Supervisors
- Responsible for the oversight of one specific function, such as volunteer check-in or volunteer lounge during the games. They will work in direct collaboration with the Volunteer Director to identify and address any problems that may arise. These individuals will be selected and interviewed by the Volunteer Services Department prior to the games. They will be required to attend extensive training prior to the event.

Volunteer Attendants:
- These individuals are responsible for the actual check-in of volunteers and maintenance of the volunteer lounge. They served as volunteer guides, showing in coming volunteers to their job location.
- In addition they were responsible for maintaining the volunteer lounge.
- It was the responsibility of the Volunteer Services staff to maintain a line of open communication between the Volunteer Commissioners at each venue during the games. This happened through daily debriefings and open phone communication. Volunteer Services staff ensured that Commissioner’s needs are fulfilled, and that all problems/concerns are addressed in a timely fashion.

OBSERVATIONS:

Games time operation ran very smoothly at the competition venues. Pre-games training of volunteer commissioners and supervisors were essential. Meetings with commissioners began in early August and ran through Games time. This allowed for the commissioners to receive the most up to date information from volunteer services and from their venue teams. It also assisted in the formation of relationships and venue structure prior to the events.

Open communication with both commissioners and supervisors was critical. Commissioners were provided up to date policy information, and provided great feedback as to areas that needed improvement. They were instrumental in the success of the games.
During games time, commissioners were communicated with on a daily basis. They had two points of contact within volunteer services to go to with questions or concerns. This structure worked wonderful and resulted in prompt action.

RECOMMENDATIONS

It is important that you place individuals in these positions that are able to dedicate a large amount of time to the games, individuals that are used to being in stressful situations and individuals that easily interact with others. Please see the Appendix 7 to view the lead volunteer questionnaire.
SOI PROGRAM VOLUNTEERS:

In order to ensure that all SOI programs are properly staffed with volunteers, Volunteer Services will request a schedule of SOI events and projected volunteer needs by November 15, 2008. Job descriptions will need to be received no later than December 15, 2008.

OBSERVATIONS & RECOMMENDATIONS

SOI program volunteers were handled completely by SOI with the exception of Healthy Athletes volunteers. Names and contact information for local volunteers were provided by the GOC. Initially this caused some confusion as volunteers did not understand the difference between SOI and the GOC. However in the long run this worked nicely, with SOI training and managing their own volunteers.

ASSESSMENT:

As the games are planned it is important to consider an appropriate way the volunteer services can assess the progress leading up to the games and the games themselves. The assessment will involve checkpoints along the way that evaluate: number of volunteers registered and volunteer venue placement. Actual game measurements will include: number that of volunteers that attend the events compared to the number registered and how many register electronically vs. coming in. Success will be defined as filling the necessary shifts for the venues. If 80% of the volunteers who register fulfill their duties, Volunteer Services will consider this a success.

Section II. SCHEDULES/TIMELINES/EVENTS

<table>
<thead>
<tr>
<th>TASK</th>
<th>START DATE</th>
<th>COMPLETION DATE</th>
<th>COMPLETED BY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Select Online Volunteer Management System</td>
<td>4/1/2008</td>
<td>5/31/2008</td>
<td>Renee Jones</td>
</tr>
<tr>
<td>Develop Volunteer Services Policies</td>
<td>4/1/2008</td>
<td>7/15/2008</td>
<td>Renee Jones</td>
</tr>
<tr>
<td>Create Newsletter online</td>
<td>6/16/2008</td>
<td>6/19/2008</td>
<td>Doug Brown</td>
</tr>
<tr>
<td>Create Volunteer Recruitment Posters</td>
<td>6/16/2008</td>
<td>6/20/2008</td>
<td>Doug Brown</td>
</tr>
<tr>
<td>Plan and organize application launch (including media)</td>
<td>6/1/2008</td>
<td>6/20/2008</td>
<td>Renee Jones</td>
</tr>
<tr>
<td>Define information needed on application</td>
<td>6/25/2008</td>
<td>6/30/2008</td>
<td>Micah Umphrey, Renee Jones, Doug Brown</td>
</tr>
<tr>
<td>Launch Online Orientation</td>
<td>7/1/2008</td>
<td>7/1/2008</td>
<td>Doug Brown</td>
</tr>
<tr>
<td>Define assignment categories within ViewPoint (job categories available)</td>
<td>7/1/2008</td>
<td>7/10/2008</td>
<td>Micah Umphrey</td>
</tr>
<tr>
<td>Volunteer Hotline/ Center Operational</td>
<td>7/1/2008</td>
<td>2/20/2009</td>
<td>Micah Umphrey</td>
</tr>
<tr>
<td>Test ViewPoint Technology</td>
<td>7/1/2008</td>
<td>7/7/2008</td>
<td>Micah Umphrey</td>
</tr>
<tr>
<td>Volunteer Recruitment Tour – McCall &amp; Sun Valley</td>
<td>7/7/2008</td>
<td>7/13/2008</td>
<td>Doug Brown, Renee</td>
</tr>
<tr>
<td>Task Description</td>
<td>Start Date</td>
<td>End Date</td>
<td>Responsible Party(s)</td>
</tr>
<tr>
<td>-----------------------------------------------------------</td>
<td>------------</td>
<td>----------</td>
<td>----------------------------------------------</td>
</tr>
<tr>
<td>Gather Photo Equipment</td>
<td>7/10/2008</td>
<td>7/10/2008</td>
<td>Doug Brown</td>
</tr>
<tr>
<td>Create &amp; E-mail July Newsletter</td>
<td>7/13/2008</td>
<td>7/15/2008</td>
<td>Renee Jones</td>
</tr>
<tr>
<td>Operations Plan Finalized and Sent to SOI</td>
<td>7/15/2008</td>
<td>7/15/2008</td>
<td>Renee Jones</td>
</tr>
<tr>
<td>Volunteer Application Launch to 2008 Volunteers</td>
<td>7/15/2008</td>
<td>7/17/2008</td>
<td>Renee Jones</td>
</tr>
<tr>
<td>Volunteer Application Launch to the Public</td>
<td>7/17/2008</td>
<td>7/17/2008</td>
<td>Renee Jones</td>
</tr>
<tr>
<td>Close Shifts in ViewPoint when filled</td>
<td>7/17/2008</td>
<td>9/30/2008</td>
<td>Micah Umphrey</td>
</tr>
<tr>
<td>Set Office Photo Dates/Times</td>
<td>8/1/2008</td>
<td>8/1/2008</td>
<td>Micah Umphrey</td>
</tr>
<tr>
<td>Define GOC Staff &amp; ViewPoint Responsibilities (meet with staff)</td>
<td>8/1/2008</td>
<td>8/5/2008</td>
<td>Micah Umphrey</td>
</tr>
<tr>
<td>AmeriCorps Application Finalized &amp; Sent</td>
<td>8/5/2008</td>
<td>8/5/2008</td>
<td>Renee Jones</td>
</tr>
<tr>
<td>Recruit Volunteer Commissioners</td>
<td>8/11/2008</td>
<td>9/19/2008</td>
<td>Doug Brown</td>
</tr>
<tr>
<td>Write Job Descriptions for Volunteer Commissioners</td>
<td>8/12/2008</td>
<td>8/13/2008</td>
<td>Renee Jones</td>
</tr>
<tr>
<td>Draft material needs for volunteer recognition party (FF&amp;E)</td>
<td>8/11/2008</td>
<td>8/11/2008</td>
<td>Doug Brown</td>
</tr>
<tr>
<td>Draft material needs for comp. &amp; non-comp. venues (FF&amp;E)</td>
<td>8/11/2008</td>
<td>8/12/2008</td>
<td>Renee Jones</td>
</tr>
<tr>
<td>Draft material needs for UDAC (FF&amp;E)</td>
<td>8/12/2008</td>
<td>8/13/2008</td>
<td>Micah Umphrey</td>
</tr>
<tr>
<td>Finalize FF&amp;E and space for each venue</td>
<td>8/13/2008</td>
<td>8/21/2008</td>
<td>Renee Jones</td>
</tr>
<tr>
<td>First meeting with existing volunteer commissioners</td>
<td>8/15/2008</td>
<td>8/15/2008</td>
<td>Renee Jones</td>
</tr>
<tr>
<td>Plan &amp; Organize Wal-Mart recruitment event</td>
<td>8/15/2008</td>
<td>8/20/2008</td>
<td>Doug Brown, Renee Jones</td>
</tr>
<tr>
<td>Order Volunteer Uniforms</td>
<td>9/1/2008</td>
<td>9/1/2008</td>
<td>Heather Hill</td>
</tr>
<tr>
<td>Send e-mail notice to all registered volunteers about photo deadline</td>
<td>9/15/2008</td>
<td>9/15/2008</td>
<td>Renee Jones, Ginger Street</td>
</tr>
<tr>
<td>Work with marketing to develop volunteer deadline</td>
<td>9/15/2008</td>
<td>9/18/2008</td>
<td>Renee Jones, Doug Brown</td>
</tr>
<tr>
<td>Volunteer Commissioner Meeting</td>
<td>9/15/2008</td>
<td>9/15/2008</td>
<td>Renee Jones</td>
</tr>
<tr>
<td>Competition Venues Volunteer Dot Exercise</td>
<td>9/18/2008</td>
<td>9/22/2008</td>
<td>Steve Bennett</td>
</tr>
<tr>
<td>Volunteer Application Deadline Media Launch</td>
<td>9/20/2008</td>
<td>9/30/2008</td>
<td>Doug Brown, Renee Jones</td>
</tr>
<tr>
<td>FA defines shift schedules for volunteers</td>
<td>9/30/2008</td>
<td>10/17/2008</td>
<td>Micah Umphrey</td>
</tr>
<tr>
<td>Assign volunteers to FA</td>
<td>10/1/2008</td>
<td>10/31/2008</td>
<td>Micah Umphrey</td>
</tr>
<tr>
<td>Photo verified for credentialing</td>
<td>10/1/2008</td>
<td>10/13/2008</td>
<td>Micah Umphrey</td>
</tr>
<tr>
<td>Finalize Job Specific Training Template with FA’s</td>
<td>10/1/2008</td>
<td>10/1/2008</td>
<td>Renee Jones</td>
</tr>
<tr>
<td>Mail postcard with volunteer requirements to all registered volunteers</td>
<td>10/15/2008</td>
<td>10/15/2008</td>
<td>Renee Jones</td>
</tr>
<tr>
<td>Finalize Job Specific Training Schedule</td>
<td>10/15/2008</td>
<td>10/15/2008</td>
<td>Renee Jones</td>
</tr>
<tr>
<td>Call Center Operational</td>
<td>10/15/2008</td>
<td>12/10/2008</td>
<td>Deb Savory, Alice Loveridge</td>
</tr>
<tr>
<td>Volunteer Commissioner Meeting</td>
<td>10/15/2008</td>
<td>10/15/2008</td>
<td>Renee Jones</td>
</tr>
<tr>
<td>Volunteer Numbers Scrubbed</td>
<td>10/17/2008</td>
<td>10/20/2008</td>
<td>Brenda Perreaux</td>
</tr>
<tr>
<td>Job Specific Trainings Begin</td>
<td>10/22/2008</td>
<td>1/6/2009</td>
<td>Renee Jones</td>
</tr>
<tr>
<td>Volunteer Self Scheduling at Trainings Begin</td>
<td>10/22/2008</td>
<td>1/6/2009</td>
<td>Brenda Perreaux</td>
</tr>
<tr>
<td>Volunteer Services Updates Database with Shift</td>
<td>10/22/2008</td>
<td>1/1/2009</td>
<td>Brenda Perreaux</td>
</tr>
<tr>
<td>Information</td>
<td>10/31/2008</td>
<td>10/31/2008</td>
<td>Micah Umphrey</td>
</tr>
<tr>
<td>-------------</td>
<td>------------</td>
<td>------------</td>
<td>---------------</td>
</tr>
<tr>
<td>Credential Photo Deadline (in office deadline)</td>
<td>12/15/2008</td>
<td>12/15/2008</td>
<td>Renee Jones</td>
</tr>
<tr>
<td>Volunteer Commissioner Meeting</td>
<td>11/17/2008</td>
<td>11/17/2008</td>
<td>Renee Jones</td>
</tr>
<tr>
<td>Volunteer Information Sent to FBI</td>
<td>12/5/2008</td>
<td>12/5/2008</td>
<td>Doug Brown, Renee Jones</td>
</tr>
<tr>
<td>Finalize Volunteer Handbook – Send to Printer</td>
<td>12/8/2008</td>
<td>12/12/2008</td>
<td>Renee Jones, Deb Savory, Micah Umphrey</td>
</tr>
<tr>
<td>Sun Valley/ McCall Mega Job Specific Trainings</td>
<td>12/17/2008</td>
<td>12/17/2008</td>
<td>Renee Jones</td>
</tr>
<tr>
<td>Volunteer Information Sent to FBI – second group</td>
<td>1/1/2009</td>
<td>1/1/2009</td>
<td>Brenda Perreaux</td>
</tr>
<tr>
<td>Final Shift Change Date</td>
<td>1/6/2009</td>
<td>1/6/2009</td>
<td>Renee Jones</td>
</tr>
<tr>
<td>Final Job Specific Training</td>
<td>1/10/2009</td>
<td>1/10/2009</td>
<td>Logistics</td>
</tr>
<tr>
<td>Print &amp; Laminate All Volunteer Credentials</td>
<td>1/27/2009</td>
<td>1/27/2009</td>
<td>Hallie Stoller</td>
</tr>
<tr>
<td>Uniforms Delivered</td>
<td>1/24/2009</td>
<td>1/25/2009</td>
<td>Hallie Stoller</td>
</tr>
<tr>
<td>Uniforms Inventoried</td>
<td>1/2/2009</td>
<td>1/2/2009</td>
<td>Steve Bennett</td>
</tr>
<tr>
<td>Load-in to UDAC in Boise</td>
<td>1/12/2009</td>
<td>1/12/2009</td>
<td>Hallie Stoller</td>
</tr>
<tr>
<td>Volunteer Training for UDAC volunteers</td>
<td>1/14/2009</td>
<td>1/14/2009</td>
<td>Brenda Perreaux</td>
</tr>
<tr>
<td>Boise UDAC</td>
<td>1/10/2009</td>
<td>1/10/2009</td>
<td>Logistics</td>
</tr>
<tr>
<td>McCall UDAC</td>
<td>1/2/2009</td>
<td>1/2/2009</td>
<td>Hallie Stoller</td>
</tr>
<tr>
<td>Sun Valley UDAC</td>
<td>1/1/2009</td>
<td>1/1/2009</td>
<td>Brenda Perreaux, Renee Jones</td>
</tr>
<tr>
<td>Games Time Operations Policy Finalized with Idaho State Police</td>
<td>1/18/2009</td>
<td>1/18/2009</td>
<td>Hallie Stoller</td>
</tr>
<tr>
<td>Final Pre-Games Volunteer Commissioner Meeting</td>
<td>1/26/2009</td>
<td>1/26/2009</td>
<td>Renee Jones</td>
</tr>
<tr>
<td>Volunteer Recognition Party Sponsor selected</td>
<td>1/27/2009</td>
<td>1/27/2009</td>
<td>Alice Loveridge, Deb Savory</td>
</tr>
<tr>
<td>Volunteer Recognition Budget Finalized</td>
<td>1/27/2009</td>
<td>1/27/2009</td>
<td>Alice Loveridge, Deb Savory</td>
</tr>
<tr>
<td>GOC Credentialing/Uniform Center Open</td>
<td>2/2/2009</td>
<td>2/2/2009</td>
<td>Deb Savory</td>
</tr>
</tbody>
</table>

**OBSERVATIONS & RECOMMENDATIONS**

The above timeline reflects our actual timeline. *It is recommended that volunteer number scrub occur as soon as possible, in order to avoid recruiting too many volunteers.* *It is also recommended that job specific trainings occur as close together, in order to avoid drawing the process out.*

Due to limited support from the GOC our volunteer recognition event planning was delayed. While in the long run the party was a success, it is highly recommended that it is not planned the week of the Games. Our department was fortunate in that we had a highly skilled group of volunteer commissioners during Games time, and our problems were limited, allowing us to focus on planning the party.
Section III. SCOPE OF VOLUNTEER SERVICES OPERATIONS

A. Games Organizing Committee Organizational Chart
B. Volunteer Services Organization Chart

C. SCOPE OF ENGAGEMENT WITH VENUES

Pre-Games: Competition Venues

Prior to the 2009 Special Olympics World Winter Games, Volunteer Services had regular contact with competition venues. All Volunteer Services Commissioners attended bi-monthly meetings that began in July outlining operations for each venue. These meetings provided great detail as to sport, medical, and security operations. Overall these meetings were highly effective in providing open communication between the departments prior to the Games.

In addition to monthly meetings with the competition venues, Volunteer Services also met regularly with a Jesus Cabrera, Floor Hockey Sports and Venue Director. Jesus served as the liaison between the competition venues and Volunteer Services. Having one direct contact with all 7 Sports and Venue Directors proved to be highly effective, as we could ensure that the message was consistent to all departments. In addition this reduced the number of questions from each specific venue, as all questions were funneled through Jesus. I would definitely recommend keeping this structure in future Games.

Games Time: Competition Venues

Volunteer Services provided support at the following competition venues:

- Alpine Skiing: Bogus Basin
- Cross Country Skiing: Sun Valley Nordic Resort
- Figure Skating: Qwest Arena
- Floor Hockey: Expo Idaho
- Snowboarding: Dollar Mountain
- Snowshoeing: Ponderosa State Park
Support included checking in all volunteers (with the exception of medical and paid security), redeploying volunteers as needed, assisting with volunteer check-out (if deemed necessary by the venue), maintaining the volunteer lounge, and assisting with general questions. Volunteer services often became the main point for all questions. The pre-games meetings provided our Volunteer Services Commissioners with a great deal of information, and the appropriate point of contact with in the venue for all questions.

Pre-Games: Non-Comp. Venues

Prior to the 2009 Special Olympics World Winter Games, Volunteer Services had less frequent contact with the non-competition venues. These venues included the following:

- Boise State University - Student Union Building - Healthy Athletes
- Center on the Grove (COG) - Special Olympics Town, Sports Experience
- Shore lodge - Special Olympics Town - McCall
- YMCA – Ketchum - Special Olympics Town – Sun Valley
- Boise Factory Outlets - Delegation Welcome Center

There was very limited contact with the Healthy Athletes program prior to the actual games. This proved to make things very difficult as expectations were never fully stated. This provided a great amount of stress to our Volunteer Services Commissioner, who was anxious to do a good job. About two weeks prior to the Games, the venue director met with our Volunteer Services Commissioner. At this time it was discovered that not only would Volunteer Services oversee the check-in of volunteers, but they would also be responsible for the distribution of volunteer uniforms and credentials at the time of check-in. This provided addition problems, as the space allocated to volunteer check-in was very small, and not adequate for such a large task.

The Center on the Grove (COG) started holding monthly meetings in early September. While these meetings provided a great deal of information, they were held in the middle of the day, making it very difficult for our Volunteer Services Commissioner to attend. Therefore, the week before the Games proved to be the only time the Volunteer Services Commissioner could meet with the venue director. I would recommend that non-competition venue team meetings start as soon as possible, and that they be held in the evening, making it easier for volunteers to attend.

Monthly meetings regarding all non-competition venues began in mid-October. These meetings covered a great deal of information. However volunteer services presence, outside the competition venues, was limited in McCall.

There was no venue team located at the YMCA in Ketchum. Therefore there were no pre-games communications.

Communications with the Delegation Welcome Center venue team were extremely limited before the Games. Our Volunteer Services Commissioner was very anxious to be on the planning side of the venue, however was never included. This provided a great deal of frustration to our Volunteer Commissioner, who was tasked with answering the volunteer questions for the Delegation Welcome Center.

Overall it should be stated that non-competition venues should develop a venue team, and meet with that team starting at least 6 months before the Games. I believe that if this had been done, a great deal of stress and confusion could have been alleviated.

Games – Time: Non-Comp. Venues

Games time at the Healthy Athletes Venue was quite hectic the first day, as should be expected at any venue. The venue director had not provided the Volunteer Services Commissioner with an accurate list of volunteers; therefore many of the names had to be written down by hand in order to be checked in. In
addition, the majority of the credentials were not complete, forcing Volunteer Services to issue day passes for many of the volunteers. It should be noted that the credentials for the Healthy Athletes program were not produced by Volunteer Services (ViewPoint System), but were produced by the GMS system. In addition, Volunteer Services was unfamiliar with the venue, and had difficulty assisting volunteers. As the days progressed, operations smoothed out, and were ultimately successful.

Games time operations at the COG ran relatively smoothly. A shortage of access control volunteers was quickly resolved by volunteer services, with the redeployment of other volunteers.

Furthermore Games time operation at the YMCA ran smoothly. It was finally determined that the staff at the YMCA would handle volunteer check-in due to the small amount of volunteers working (less than 25). This seemed to work very well.

Games time operations at the Delegation Welcome Center were somewhat complicated the first few days, as volunteers arrived for their assigned shifts, only to find the venue was not operational. This gap in communication between delegation services and their volunteers put the Volunteer Services Commissioner in an awkward position, as she was left to reassign volunteers. This reaffirmed the point that all functional areas should review their volunteer schedules prior to the Games, as changes do occur close to Games time.
Section IV. VOLUNTEER SERVICES GUIDELINES/RULES/POLICIES AND PROCEDURES

Steps in Volunteer Process Policy
It is the policy of the 2009 Special Olympics World Winter Games that all volunteers complete the following steps in order to be a Games Time volunteer.

**Procedure**

*I. Prior to Games Time*
- Step 1 – Complete on-line volunteer application.
- Step 2 – Complete on-line volunteer training, including check box indicating agreement of background check.
- Step 3 – Provide volunteer services with credential photo.
- Step 4 – Agree to scheduled shift times/locations.
- Step 5 – Attend Pre-Games job specific trainings.
- Step 6 – Pick-up uniform and credential at Uniform Distribution and Credentialing Center (UDAC) and sign waiver.

*II. During Games Times*
- Step 1 – Arrive at designated venue on time.
- Step 2 – Have uniform and credential in possession
- Step 3 – Check-in with volunteer services.
- Step 4 – Perform volunteer duties as assigned.
- Step 5 – Notify volunteer supervisor of departure.

**OBSERVATIONS & RECOMMENDATIONS**

The steps proved to be very helpful in the execution of the volunteer process. The only change in the procedure was that volunteers were required to complete a waiver prior to the UDAC in order to complete a background check. This information became apparent from risk management at a late date, making it very difficult to gather all the waivers. While the waiver was part of the initial application process, those that were inputted later did not agree online. Therefore a paper waiver was required. Gathering the paper waivers at a late date was a nightmare, as there were thousands of them coming via mail, fax, and e-mail. I would definitely recommend that all volunteers agree to an online waiver, eliminating this unnecessary headache.
Check-in/ Check- out Policy
In order to ensure the safety of volunteers at each venue, it is the policy of the 2009 Special Olympics World Winter Games Volunteer Services Department that all volunteers will be required to check-in for their volunteer shift.

Procedure

I. Prior to Games Time
   All volunteers must have the following items when checking in for their volunteer shift:
   1. Volunteer Uniform
   2. Credential

Volunteers will receive their volunteer uniforms and credentials prior to their shift. Volunteer uniforms and credentials will be distributed at Uniform Distribution and Accreditation Center (UDAC). If volunteers have not picked up their uniforms they will be distributed at the credentialing centers in Boise, McCall, and Sun Valley the first week of February.

II. During Games Time
   Check-In Procedures
   Volunteers arriving for their shift must first check-in at volunteer services before starting their assignment. At volunteer check-in they will go through the following process:
   1. Show their credential to ensure they are indeed a volunteer.
   2. Their name will be checked against the schedule to ensure they are volunteering on the appropriate day/shift.
   3. They will be told where to report for their assignment. If they are unsure of the location, volunteer runners will be available to show them where to report.

   Check-In/Check-out with Functional Area
   1. All volunteers will be required to check in with their respective functional area when arriving for their job assignment. They will be checked against a daily roster with the Functional Area Supervisor.

   2. When leaving their shift, volunteers must notify their immediate supervisor. The immediate supervisor will then check the volunteer out on their daily roster with the Functional Area Supervisor.

   3. Supervisor will sign off on each daily roster, ensuring that the information on the roster is correct.

At the end of each day it will be the responsibility of volunteer services to collect the daily rosters from each functional area. These rosters will be kept within the volunteer check-in binder.

III. Volunteer Arrival – Not on Check-In List
   If a volunteer arrives that is not on the check-in list please follow the procedures listed below:
   1. Ensure that the volunteer is credentialed.
   2. Ask what functional area they are working with/who they are supposed to meet.
   3. Phone or radio that individual to check that volunteer is okay to enter venue.
4. If necessary, work with credentialing to gather necessary day badge.
5. Supervisor/commissioner must escort volunteer to their shift.

**OBSERVATIONS & RECOMMENDATIONS**

Finalization of this policy came very close to the actual Games. There was a conflict between security and Volunteer Services as to how the volunteer check-out process should work. Security believed that all volunteer should check-out through Volunteer Services to ensure that the venue was clear. It was later determined that checking out with the functional area supervisor would work. This eliminated unnecessary work on the behalf of volunteer check-in.
Group Volunteering Policy

It is the policy of the 2009 Special Olympics World Winter Games Volunteer Services Department to have an equal opportunity for all general volunteers to participate.

Procedure

In order to provide all volunteers with an equal opportunity to volunteer, Volunteer Services will not accommodate groups wishing to volunteer as general volunteers. Please note, that in areas requiring specific expertise such as sports, medical, and security, Volunteer Services will make accommodations for these skill specific groups.

While we cannot accommodate specific requests for group placement, we have put together the following guidelines to help increase the likelihood of placement together. Groups interesting in volunteering together should follow the steps listed below:

1. Review volunteer options on website
2. Select an area that is of interest to your organization
3. Select a region where your group would like to volunteer (ie: Sun Valley, McCall, Boise, Bogus Basin)
4. Have all members’ complete volunteer application online at www.2009worldgames.org/volunteer (please make sure they select the same choices)
5. Have all members’ complete online orientation available at www.2009worldgames.org/volunteer

After all volunteers have completed registration, each individual will be assigned to one of the areas chosen on the website if space is available. This will occur in October through December.

After the Special Olympics departments make the assignments each individual will be notified. Once the assignments are finalized, a schedule of events will be posted to the assigned individuals (Nov-Dec). Each individual will be responsible at this time for the selection of their own hours.

OBSERVATIONS & RECOMMENDATIONS

The Group Volunteering Policy was written following complications during the Invitational Games. While it was produced by volunteer services, and was a stated policy on the Games website, it was not followed by all functional areas. For ease of volunteer management, it is not recommended that groups are accommodated. Those groups following the steps outlined in the policy had a much greater chance of being placed together.
Training Policy
In order to ensure all volunteers have a basic understanding of the 2009 Special Olympics World Winter Games, it is the policy of the 2009 Special Olympics World Winter Games Volunteer Services Department that all volunteers must go through a series of three training sessions.

Procedure
I. Prior to Games
   Volunteers are required to attend three separate trainings prior to the start of the 2009 Special Olympics World Winter Games.
   
   **Training 1 (General Orientation):** This on-line orientation will provide an overview of Special Olympics, the 2009 Special Olympics World Winter Games, and basic volunteer protocol. This will be required when completing the on-line application.
   
   **PLEASE SEE APPENDICES 1 & 2**
   
   **Training 2 (Job Specific Training):** This in-person training will go over the specifics of each position. It will include information on requirements, physical demands, and venue meeting location.
   
   **PLEASE SEE APPENDIX 3**
   
   **Training 3 (Venue Walk-Through):** This in-person training will occur during the set-up of a venue. This training will allow volunteers to familiarize themselves with the venue prior to their volunteer shift.

II. During Games Time
   There will be no required trainings during Games Time.

OBSERVATIONS & RECOMMENDATIONS

Overall the three training sessions went very well. The general online orientation was very successful, and allowed out of state and international volunteers to receive the same basic information as the local volunteers.

The effectiveness of the job specific training varied by the functional area. All functional areas were provided with the same general slides. While some areas expanded greatly upon the slides, others only provided minimal information. The balance between too much and not enough information was hard to reach with many of the functional areas.

All of the competition venues held a venue walk through prior to the Games. Volunteer were excited to see where they were going to work, and receive additional details. Venue walk-through’s were not done at the non-competition venues. It is recommended that these are completed at all venues.
This document outlines the background clearance policy for the 2009 Special Olympics World Winter Games. Recommendations were gathered from Security Commissioner Kevin Johnson, Criminal Identification Manager Dawn Peck, Event Operations Director Wade Morehead, and Volunteer Manager Renee Jones.

Policy
It is the policy of the Idaho State Police in cooperation with the 2009 Special Olympics World Winter Games GOC that the following process be enacted for the 2009 Special Olympics World Winter Games.

All volunteers must complete an on-line application. As part of the application process volunteers will be required to provide us with a series of information including their full legal name, as well as their date of birth. Background checks will be performed on all individuals providing the GOC with their name and date of birth on their volunteer application. This information will allow us to run a background check at no cost with the FBI Event Clearance.

A complete record of all volunteers, including their date of birth and full legal name, will be provided to the Idaho State Police in mid-October. This record will be given to the FBI to run a background check on all volunteers.

We recommend adopting the classification system endorsed by Special Olympics International. According to the Special Olympics U.S. Volunteer Screening Policy, the classification system is defined as follows:

“Class A” Volunteers
(1) Volunteers who have regular, close physical contact with athletes
(2) Volunteers in a position of authority or supervision with athletes
(3) Volunteers in a position of trust of athletes
(4) Volunteers who handle substantial amounts of cash or other assets of the Program

“Class A” Volunteers will be comprised of volunteers who passed the fingerprinting procedure in 2008. It should be noted that a more thorough background check can be completed with fingerprints.

“Class B” Volunteers
(1) Volunteers who only have limited contact with athletes or who have contact with athletes accompanied by coaches and chaperones.

“Class B” Volunteers will be comprised of volunteers who have provided their full legal name and date of birth for background clearance.

Fans In the Stands Program
These will be individuals that will be encouraged to be spectators in the stands. We encourage anyone 8 years or older to participate in “Fans in the Stands”. They will not go through a background check policy, as they will have no direct contact with athletes.

Identity Verification
Verification of identity will be completed at the Credentialing Center. Volunteers will be required to show government issued photo identification in order to receive their credentials.

Evaluation of Criminal Records
GOC Security Commissioner Kevin Johnson will oversee the evaluation of volunteer criminal records. He will follow the guidelines listed below when evaluating criminal records:

A. Automatic disqualifiers with no appeals process
   1. Conviction for crime of:
      a. child abuse
      b. sexual abuse of a minor/adult
      c. causing a child’s death
      d. neglect of child or any other individual for whom the potential volunteer had/has responsibility
      e. kidnapping
      f. murder
      g. manslaughter
      h. felony assault
      i. arson
      j. criminal sexual conduct

B. Automatic Disqualifier for Driving on Behalf of Special Olympics (for offenses that have occurred within a specified time frame)
   1. DWI, DUI, or comparable offenses within seven years of application
   2. Scheduled transportation volunteers will have their driving records checked for extensive moving violations.

C. Potential disqualifiers for which Program may establish an appeals process
   1. Conviction for:
      a. theft of funds
      b. fraud
      c. larceny or other financial crime
      d. prostitution-related crime
      e. controlled substance crime
   2. Being the subject of any court order involving any sexual abuse or physical abuse of a minor that restricts contact with a minor.

- In the case of possible mistaken identity, such as an individual’s date of birth and legal name match that of an individual with a criminal history, Security Commissioner Kevin Johnson or his designee will meet with the person in question to determine identity.
- It is the authority of Security Commissioner Kevin Johnson or his designee to make the final decision as to any volunteer or applicant in the potential disqualifier category.

**International Volunteers**
All international volunteers will be required to provide their passport number and visa information on their volunteer application. When arriving at the credentialing center prior to the games, international volunteers must bring their passport in order to verify identity.

All international volunteers will be run through the FBI background check in mid October.

**Volunteers Under Age 18**
Volunteers under the age of 18 will be restricted from performing the following volunteer jobs:
   - Any position requiring the operation of a vehicle
- Any position in which they would be required to handle money

All volunteers under the age of 18 will be run through the FBI event background check, where they will be checked against the sex offender’s registry.

**OBSERVATIONS & RECOMMENDATIONS**

The background check policy was a collaboration between the GOC, Volunteer Services, and the Idaho State Police. It is recommended that you work with all interested agencies when defining a policy, and that you take into account who will address volunteers who fail the background check.

In the end we did not utilize the Class A/Class B system as it became an issue defining who had unsupervised contact with athletes. It was determined that all registered volunteers would be subjected to an FBI background check, making them all Class A volunteers. This proved helpful during Games time when volunteer could be redeployed as necessary, regardless of whether the job was a Class A or Class B job.
Volunteer Conduct Policy
Volunteers represent the 2009 Special Olympics World Games and therefore must abide by the following Code of Conduct at all times:

Volunteers Shall:
- Maintain a high standard of moral and ethical conduct, exercising self-control and responsible behavior.
- Be helpful and courteous at all times, regardless of the circumstances.
- Be dependable and fulfill the duties listed in their job description, accepting supervision and guidance when given.
- Set a good example in sportsmanship and cooperation for the athletes and others.
- Provide for the general welfare, health and safety of all Special Olympics athletes and participants.
- Follow all Special Olympics rules and those given by their supervisor, whether written or oral.
- Be a team player and cooperate with supervisors and co-workers.
- Abstain from any illegal activity.
- Avoid profane and abusive language and disruptive behavior, including acts of violence, physical or sexual abuse, or harassment of any kind.
- Refrain from smoking, and the consumption of alcoholic beverages, and non-prescribed, controlled substances while on duty.
- Leave the following at home: pets, cell phones and pagers, purses or handbags (there will be no secure storage space), children (unless they will be chaperoned volunteer spectators with credentials), and any food that needs refrigeration.
- HAVE FUN!

In the event that any volunteer is observed violating the above code their supervisor should be notified and the following steps taken:
- The volunteer shall be notified of the undesirable behavior and instructed to remedy the situation before continuing to participate in the games.
- The Venue Manager or Volunteer Manager may instruct the volunteer to withdraw from continued involvement in the Games.
- The Venue Manager or Volunteer Manager may solicit help from Security if deemed necessary for the health and safety of others.
Uniform Policy

All volunteers will be issued a uniform to insure a professional appearance and easy identification as representatives of the 2009 Special Olympics World Winter Games.

Procedure
Volunteers will be issued uniforms based on the size requested in the volunteer application. Uniforms will be provided at no cost to the volunteer. Uniforms will be issued along with credentials at the Uniform Distribution Accreditation Center (UDAC). Volunteers must wear uniforms at all times when working, from check-in to check-out. If you arrive at check-in without either your credential, you will be required to go to the credentialing center to receive a day pass.

OBSERVATIONS & RECOMMENDATIONS

Due to the fact that uniforms had to be ordered early, not all volunteers were given the uniform based on the size they requested on their application. Please see appendix 6 for the breakdown of uniforms ordered. The distribution of uniforms ordered was good, however it is recommended that more small sizes are ordered. We ran out of these early on. However, the uniforms ordered (a shell jacket) were able to be cinched in order to fit smaller frames. We did not order any uniforms larger than a 2xl. I would recommend ordering a few larger sizes, as some of our volunteers did not fit into their uniforms (less than 10 people).

The GOC decided to order shell jackets for all volunteers. At the last minute t-shirts were ordered for the indoor non-competition venues. This proved to be a great addition to their jacket, however it is believed that all volunteers should receive the same uniforms.
Volunteer Policy on Youth Volunteers
2009 Games Organizing Committee (GOC) leadership and Special Olympics, Inc. (SOI) leadership recognize the importance, to the movement, of involving youth in an engaging and meaningful volunteer role during the World Games. Involving youth as volunteers at a young and impressionable age promotes the movement’s mission of changing attitudes about persons with intellectual disabilities. At the same time, it is recognized that the 2009 SOWWG’s are a world class multi-sport, multi-venue athletic event that must be managed at the highest level of professionalism.

2009 GOC leadership will encourage involvement of youth volunteers under the age of 18 within the following guidelines:

Adult Volunteers are recognized as those persons that reach 18 years of age on or before January 1, 2009. Youth Volunteers are those persons that have not reached 18 years of age on or before January 1, 2009.

Youth Volunteers age 14-18 will be assigned age appropriate responsibilities and be provided age appropriate supervision when determining their volunteer responsibilities. These volunteers must have parental/guardian permission to volunteer.

Youth Volunteers under age 14 will be considered on a case by case basis. GOC Competition and/or Functional Area staff shall petition, in writing, the need for use of volunteers under the age of 14, what specific role these volunteers are serving, and ensure parental/guardian supervision during the scope of their volunteer assignment.

Note: Parent/Guardian supervision for Youth Volunteers is mandatory for Youth Volunteers under age 14. Youth Volunteers under age 14 must be within eye-sight of the supervising parent/guardian when the Youth Volunteer is engaged in their volunteer responsibility.

OBSERVATIONS & RECOMMENDATIONS

The initial policy set forth by the GOC on youth volunteers stated that all volunteers under the age of 18 should be accompanied by an adult. However, it was later determined with the assistance of risk management that this was an unjust policy. Therefore volunteers under the age of 18 were allowed to volunteer with no parental supervision, stating that any adult supervision (even by another volunteer) was adequate.

This policy should be set forth early on the Games, prior to recruitment and should clearly define the requirements.

Volunteers under the age of 14 were extremely limited, with only 12 volunteers under the age of 14 working as ice sweepers.
Volunteer Minimum Requirements Policy
In order to ensure that we maintain an equal opportunity for all individuals interested to volunteer we have minimum requirements that all general volunteers must complete.

Procedure
In order to have a well trained and managed volunteer workforce we are asking all general volunteers to fulfill the following requirements:
- Be at least 14 years of age by 1 January 2009
- Agree to a background check
- Work a minimum of 4 shifts, with shifts ranging in length from 6-8 hours
- Attend all pre-games trainings
- Submit a credential photo

OBSERVATIONS & RECOMMENDATIONS

The majority of the minimum requirements were easy to manage. The only exception was the minimum shift requirement. Immediately following the invitational games, minimum volunteer shifts were looked at in length. It was determined that in an event of this size and scope, it was not unreasonable for volunteers to work a minimum of 4 shifts.

When volunteers initially completed the application, they stated they agreed to work 4 shifts ranging in length from 6 to 8 hours. While this was in bold print and a clear and concise statement and was also expressed in the media, many volunteers did not see the statement, and were surprised when scheduling began. The majority of volunteers completed a minimum of 4 shifts, with many volunteering the entire week.

The only other change to the initial policy was that some of the shifts were longer than 8 hours. Many of the shifts at the sporting venues were 9 to 10 hours. Volunteers did not seem upset by this change, as they were excited to work at a competition venue. Those volunteer that were unable to complete a long shift were moved to non-competition venues, where shifts were shorter.

Section V. BUDGET

Below is the proposed budget submitted to GOC directors in August 2008. In mid-September it was communicated with the Volunteer Services Department that we would not receive a budget. Below are the actual expenses we incurred during the Games. It should be noted that the budget for the volunteer recognition party was donated by a corporate sponsor that was recruited by the Volunteer Services department. The GOC did not assist in gaining donations for the Volunteer Services Department.
<table>
<thead>
<tr>
<th>TIME FRAME</th>
<th>ITEM</th>
<th>DESCRIPTION</th>
<th>PROPOSED COST</th>
<th>ACTUAL EXPENSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>September</td>
<td>Food</td>
<td>Commissioner Meetings</td>
<td>$150</td>
<td>$50</td>
</tr>
<tr>
<td></td>
<td>Mileage</td>
<td>For Recruitment</td>
<td>$100</td>
<td>$50</td>
</tr>
<tr>
<td></td>
<td>Postcards</td>
<td>To notify people of receipt of application/next steps</td>
<td>$320</td>
<td>$320</td>
</tr>
<tr>
<td></td>
<td>Signage</td>
<td>To denote volunteer area and keep out sunlight</td>
<td>$230</td>
<td>$0</td>
</tr>
<tr>
<td></td>
<td>Postage</td>
<td>For Postcards (3200 at $0.27)</td>
<td>$870</td>
<td>$870</td>
</tr>
<tr>
<td>October</td>
<td>Food</td>
<td>Commissioner Meetings</td>
<td>$150</td>
<td>$50</td>
</tr>
<tr>
<td></td>
<td>Mileage</td>
<td>For Recruitment &amp; Trainings in McCall &amp; Sun Valley</td>
<td>$250</td>
<td>$0</td>
</tr>
<tr>
<td></td>
<td>Mileage</td>
<td>For credential photo sessions in Sun Valley and McCall</td>
<td>$250</td>
<td>$250</td>
</tr>
<tr>
<td></td>
<td>Accommodations</td>
<td>For credential photo sessions in Sun Valley and McCall</td>
<td>$500</td>
<td>$250</td>
</tr>
<tr>
<td>November</td>
<td>Food</td>
<td>Commissioner Meetings</td>
<td>$150</td>
<td>$50</td>
</tr>
<tr>
<td></td>
<td>Mileage</td>
<td>For Meetings in McCall and Sun Valley</td>
<td>$250</td>
<td>$0</td>
</tr>
<tr>
<td>December</td>
<td>Food</td>
<td>For Commissioner Meetings</td>
<td>$150</td>
<td>$0</td>
</tr>
<tr>
<td></td>
<td>Mileage</td>
<td>For Meetings in McCall and Sun Valley</td>
<td>$250</td>
<td>$250</td>
</tr>
<tr>
<td></td>
<td>Accommodations</td>
<td>For Meetings in McCall &amp; Sun Valley</td>
<td>$400</td>
<td>$400</td>
</tr>
<tr>
<td></td>
<td>Handbook</td>
<td>Printing Costs</td>
<td>??</td>
<td></td>
</tr>
<tr>
<td>January</td>
<td>Food</td>
<td>For Commissioner Meetings and Volunteers at UDAC</td>
<td>$600</td>
<td>$100</td>
</tr>
<tr>
<td></td>
<td>Accommodations</td>
<td>For UDAC in McCall &amp; Sun Valley</td>
<td>$1,000</td>
<td>$750</td>
</tr>
<tr>
<td></td>
<td>Mileage</td>
<td>For Meetings in McCall and Sun Valley</td>
<td>$250</td>
<td>$250</td>
</tr>
<tr>
<td></td>
<td>World Games Pins</td>
<td>Recognition of UDAC Volunteers</td>
<td>$300</td>
<td>$0</td>
</tr>
<tr>
<td>February</td>
<td>Mileage</td>
<td>For travel during Games</td>
<td>$300</td>
<td>$0</td>
</tr>
<tr>
<td></td>
<td>Hotels</td>
<td>For accommodations during Games Time</td>
<td>$2000</td>
<td>$0</td>
</tr>
<tr>
<td></td>
<td>Food</td>
<td>For Volunteer Recognition Event</td>
<td>$8,000</td>
<td>$5,000 (corporate sponsor supplied funding)</td>
</tr>
<tr>
<td></td>
<td>Gifts</td>
<td>For Lead Volunteers (300 people)</td>
<td>$6,600</td>
<td>$0</td>
</tr>
<tr>
<td></td>
<td>Entertainment</td>
<td>For Volunteer Recognition Event</td>
<td>$10,000</td>
<td>$0</td>
</tr>
<tr>
<td></td>
<td>Venue</td>
<td>For Volunteer Recognition Event</td>
<td>$2,000</td>
<td>$0</td>
</tr>
<tr>
<td></td>
<td>Raffle Tickets</td>
<td>For Volunteer Recognition Raffle</td>
<td>$100</td>
<td>$0</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td></td>
<td>$35,670</td>
<td>$8640</td>
</tr>
</tbody>
</table>
Section VI. KEY INTERFACES

PROVIDER

1. Special Olympics International (SOI): Provided volunteer services with a great deal of information prior, during, and after the 2009 Special Olympics World Winter Games. The relationship between SOI and GOC Volunteer Services Department was very open. Both entities worked together in development of volunteer services policies, procedures, and protocol, speaking about issues/concerns bi-weekly or more if needed. SOI provided volunteer services staff with information from previous Games as well as provided a great deal of personal insight. Overall the relationship between SOI and the GOC volunteer services department was one of very open communication. This was highly beneficial for the GOC volunteer services department, and would be recommended in to continue in the future.

2. International Festival & Events Association (IFEA): In early August the volunteer services department met with Steve Wood, CFE of the International Festival & Events Association. The 2009 Special Olympics World Winter Games was fortunate in that the IFEA was based out of Boise, therefore making communication with the IFEA easy. The IFEA provided the GOC Volunteer Services staff with a great deal of information about local community resources, volunteer management and communication strategies. While our contact was limited with the IFEA, it is highly suggested that this relationship be continued in the future, as the IFEA is a great source of very valuable information. It should be noted that Volunteer Services was the only department to take advantage of the expertise of the IFEA.

3. All GOC Functional Areas: The Volunteer Services department serves an HR role in the Games, therefore working with all GOC functional areas. Initial communication from these departments was quite limited. However, as the Games drew closer their communication with Volunteer Services increased, as their need to receive information from Volunteer Services increased. However, actual information as far as schedules, operational plans, etc... was limited. The one exception would be with all Sports & Competition venues, which began regular monthly meetings in July with all FA’s. It is heavily suggested that bi-weekly meetings occur within the GOC, therefore allowing all FA’s to provide updates. It is believed that the lack of communication between FA’s led to a breakdown during Games time, as FA’s were unaware of what was occurring within other FA’s. Overall, communication needs to be centralized within the organization. Much of our communication was decentralized, with each FA meeting within its own respective department rather than with the organization as a whole.

4. ViewPoint Technology: ViewPoint Technology provided our volunteer database for the 2009 Special Olympics World Winter Games. GOC staff member Micah Umphrey met with ViewPoint technology in early June about volunteer processes. Micah was a new member of the Volunteer Services team, and had limited understanding about the process. In retrospect someone with more volunteer management experience should have been sent, as their understanding of this process would have been easier. ViewPoint provided a great deal of information about the management of volunteers, and the software process. However, a great deal of information on the actual operation of the ViewPoint technology was lacking, resulting in Volunteer Staff unable to produce and print reports, as well as find important information. A very thorough training on the software should be done with all volunteer services staff, as they will all have some type of contact with the system, and should know the basics of operation.
5. **Local Schools and Youth Groups:** A variety of local schools and youth groups provided support to Volunteer Services prior to the Games. They assisted with the gathering and distribution of promotional materials. The only problem we faced is that there were more groups interested in assisting than projects.

6. **AmeriCorps Program:** The AmeriCorps members provided a great deal of support to Volunteer Services in the form of staff. During training and scheduling we had 6 full time AmeriCorps members that assisted with scheduling, production of credentials, and operation of the Volunteer Center and hotline. Immediately following the UDAC this number of AmeriCorps members was reduced to 1, as the other 5 were redeployed within the organization. The AmeriCorps members provided a great deal of support. They needed clear direction, but were able to complete tasks without a great deal of supervision.

7. **Marketing Department:** Volunteer Services greatly relied upon the Marketing department during the recruitment phase. Initial communications were limited, leading to a great deal of frustration between the departments. Bi-monthly meetings began in early August, and assisting in opening communication and eventually in a consistent volunteer message. It is highly recommended that these meetings with marketing and volunteer services occur early.

8. **Idaho State Police:** The Idaho State Police assisted Volunteer Services in clearly defining a Volunteer Services Background check policy, as well as policies involving the check-in/check-out of volunteers. Early open communication is essential in the formation of policy and procedure. In addition, the State Police had been involved in a great deal of large events, and provided a great deal of insight into the operation of such events.

9. **Risk Management:** Volunteer Services worked with risk management for almost all of its policies and procedures, specifically the following policies: background check, volunteer code of conduct, age requirement policy, and privacy policies. Volunteer Services staff should make it a point to include risk management on any conversations regarding policy and procedure.

10. **Advanced Data Systems:** Advanced data systems provided the funding for the volunteer recognition event. Funding for this event came through a volunteer resource, and not through corporate development or the GOC. It should be noted that Volunteer Services should be included in the initial corporate development plan/strategy for fund and resource development.

11. **Corporate Development:** Corporate development assisted with securing BrainShark technology, the software system that provided the initial online orientation. Upper management should provide support to Volunteer Services in assisting them in the acquisition of assets including donation of volunteer uniforms, volunteer recognition funds, and training funds/locations.

**RECEIVER**

1. **All Functional Areas:** All functional areas relied upon Volunteer Services to provide them with volunteers, training information, and volunteer schedules. Initially Volunteer Services met with FA’s on a monthly basis to discuss the volunteer process. These monthly meetings stopped in early September. In retrospect these meetings should have continued on in the months leading up to the Games, as they allowed Volunteer Services to further explain the process and answer any questions. It is also important that communication occur on an individual level as well as a group level. Many individual FA’s did not have a proper understanding of the criticalness of Volunteer Services deadlines, primarily in response to scheduling deadlines. We had FA’s changing volunteer schedules, and requesting additional volunteers up until the week of the Games.
2. **Human Resources:** The HR department relied upon volunteer services to provide information on volunteers who were not allowed to volunteer. A policy should be set early on defining how volunteers who are not allowed to volunteer should be handled.

See appendix 8 for list of special groups and role in GOC.