



Horses Help
Volunteer Handbook

Volunteer Handbook Version Control

Version	Date	Author	Change Description
2	7/11/2017	Hailey Schatzberg	Updated appropriate program verbiage

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This manual supersedes all previous volunteer manuals and memos.

While every effort is made to keep the contents of this document current, Horses Help reserves the right to modify, suspend, or terminate any of the policies, procedures, and/or benefits described in the manual with or without prior notice to volunteers.

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1 INTRODUCTION

This document has been developed by the Volunteer Coordinator and the Executive Director in order to familiarize volunteers with Horses Help and provide information about working conditions, key policies, procedures, and benefits affecting volunteers at Horses Help.

1.1 WELCOME

Welcome to Horses Help! We are happy to have you as a new member of our family!

Please take the time to read this volunteer handbook as it will help to familiarize you with the procedures and philosophies of Horses Help.

We understand that you may feel nervous or uncertain as to what will be expected of you; however, through this handbook we hope that you will develop a deeper understanding of what to expect and what will be expected of you as a volunteer. The most important things to remember are:

- All paperwork has been completed and turned in
 - Forms to be completed: Horses Help Application, Emergency Medical Information, Liability/Photo Release/Confidentiality Form, Substance Abuse, Conduct, & Harassment Policy No Special Olympics ap/protective behaviors
 - General Session – Attend your orientation Go through your safety training class
- Be safe
- Work diligently with your team
- Have fun!

1.2 MISSION, VISION, AND CORE VALUES

Horses Help is a premier accredited therapeutic and recreational agency that serves the special needs population by providing activities to empower them to break through physical, cognitive and emotional barriers using a unique collaboration of horses and people within Arizona's "Valley of the Sun".

Our vision for the future is to provide the special needs community a therapeutic and recreational equine environment where collaborative efforts of like-minded organizations and volunteers can work together to design construct and implement unique animal assisted opportunities maintaining the highest industry standards, while providing professional development of its participants, therapists, instructors, staff and volunteers, insuring growth and diversity of the organization for years to come.

Our Core Values are best described through the acronym SERVICE:

S-ervice

E-mpowerment

R-espect

V-ision

I-ndependence

C-ompassion

E-ncouragement

1.3 HISTORY

Horses Help was formed in 1987 in response to family and agency requests. Originally serving only 15 riders a week in a back yard situation, Horses Help has now grown to over 150 participants per week with over 250 volunteers helping to serve the needs of those riders. Listed below are some of Horses Help's key developments since its inception.

- In 1989 the program moved to a commercial facility in NE Phoenix, which was better equipped to house 8 horses and the increase in the number of riders and volunteers.
- In 1993 a second location was made available in Chandler at a private residence.
- In 1995 Horses Help expanded to a larger commercial location.
- In the spring of 1996, Horses Help was forced to move once again due to development. This move was to a leased property where many special improvements have been made.
- In 1999, Horses Help purchased and is developing a 5 acre parcel, located at 2601 E. Rose Garden Lane - Phoenix, as a permanent home for their expanding programs. The new location will allow for expansion programs and services and of course, numbers of people served. This milestone for Horses Help's growth was made possible by the community coming together and donating well over a half million dollars of materials, services and funds for structures and upgrades to Horses Help's now permanent home.

Over the years, Horses Help's growth pattern has resulted in a tremendous increase in program services and the numbers of people receiving these valuable riding opportunities. Today, Horses Help carries the distinction of a Premier Accredited Therapeutic Riding Center by the Professional Association of Therapeutic Horsemanship International (PATH Intl.). This honorable distinction is only granted to centers which have passed a thorough evaluation and audit of their program and center.

Horses Help attained Premier Status by passing an independent audit every 5 years since 2000 which evaluated all of our systems and processes regarding safety, compliance, and execution. PATH celebrates ability, optimism, diversity and a shared love of equines. It is an international voice of the equine assisted activities and therapies industry. As a premier professional membership organization, PATH advocates for Equine Assisted Activities and Therapies and provides standards for safe and enabling equine interaction, through education, communication, standards and research. Maintaining the Premier Status is a huge honor for Horses Help and its volunteers.

1.4 OUR EQUINE ASSISTED ACTIVITIES AND THERAPIES (EAAT) PROGRAMS

We provide weekly Programs for members of our community with physical or mental disabilities. The programs include (Therapeutic) Riding, Hippotherapy, Equine Educational Learning programs and Equine Facilitated Psychotherapy (EFP).

Horses Help provides various equine opportunities to people, whose ages range from that of toddlers (minimum age of 18 months for hippotherapy and four years for therapeutic riding) through seniors, over a 36-week ride-year beginning in September and running through mid-July. Our clients present a wide variety of disabilities, including but not limited to: autism, developmentally delayed, mental retardation, Cerebral Palsy, Down Syndrome, Multiple Sclerosis, hearing and vision impairment, stroke and head injury. Referrals from therapists, doctors, schools, recreational agencies and private practice within the Phoenix market are received regularly.

1.4.1 Adaptive (Therapeutic) Riding

Adaptive (Therapeutic) riding instructors work with riders as young as four to motivate and assist them in safely developing independent skills that can carry over into their everyday lives. All instructors are specially trained and certified through the Professional Association of Therapeutic Horsemanship International (PATH Intl.). PATH Intl. is an internationally known organization which promotes safe, professional, ethical and therapeutic equine activities through education, communication, standards & research for people with and without disabilities. In addition to our general ridership, we have special riding programs designed to work with Show Team Equestrians, and our Military Participants.

We work with parents, guardians and riders to set individualized goals that participants set out to achieve at their own pace. With the support of the instructor, community volunteers and their trusted horses, riders are able to realize their full potential and attain new goals. Through carefully prepared activities, riders learn to stop, start, turn and negotiate obstacles. Activities include games that assist in balance, motor planning, spatial awareness and sensory integration.

1.4.2 Hippotherapy

Hippotherapy is conducted by contract therapists at Horses Help. These therapists have all achieved at minimum a Level One Certification through the American Hippotherapy Association to provide treatment protocols for the special needs population. All therapists are licensed in the State of Arizona and are Physical Therapists, Occupational Therapists, and Speech Therapists. These therapists understand and utilize the 3 dimensional gait of the horse to achieve specific therapy goals.

1.4.3 Educational Programs

Horses Help creates unique equine education opportunities for schools, groups, and individuals. While teaching horsemanship and riding skills, these programs also incorporate math, general science, equine science, and language arts into the curriculum to provide a well-rounded and enjoyable experience for typical students from age 4-17.

- Not Just Horseplay
- Jr. Equine Vet
- Reading & Riding
- Jr. Equine Manager
- Hoof and Woof

1.4.3.1 Equine-Assisted Learning Programs

A critical component of learning to ride a horse and getting the most benefit from this activity is Horsemanship. Horsemanship is learning to communicate with the horses on the ground and learning as much as you can about the horse. This helps the rider be a more confident and effective rider. Life skills such as non-verbal communication, assertiveness, sequencing, sensory integration, relationship building through trust, emotional awareness, self respect, confidence, accountability and leadership are strengthened by working with horses.

Showmanship is an elective course taught at Horses Help at certain times of the year. The curriculum works on an equestrian's ability to properly demonstrate the skill to present their horse to a judge during competition. Showmanship is a basic component of many equestrian shows including shows hosted at Horses Help.

1.4.3.2 Alternative Educational Opportunities

Horses Help is not only committed to its core focus of serving the special needs, at-risk, and military populations, but it also seeks to implement programs that will benefit the community as a whole. Through alternative educational programs, Horses Help uses community outreach in order to spread ideas and initiatives.

These initiatives are the "Go-Green" programs. Horses Help is currently in the process of converting its power usage to solar power. It uses rain water harvesting and horticulture to make better use of the natural elements on its property. Additionally, Horses Help is developing composting models to better manage the horses' manure.

Through these programs, Horses Help hopes that other non-profits and communities will start to implement similar initiatives. Not only are these programs environmentally friendly, but they are cost efficient.

Horses Help offers an Educational Workshop Series which is open to the community. This series offers a variety of topics addressing specific disorders, equine information for owners and enthusiasts, gardening and horticulture, and health and well-being, just to name a few. All workshops are open to the public and the attendance fee goes directly into Horses Help scholarship fund which helps low income families participate in the programs.

1.5 EQUINE ASSISTED ACTIVITIES AND THERAPIES (EAAT)

1.5.1 Physical Benefits

The 3-dimensional gait of the horse closely simulates the movement of the human pelvis and is a valuable tool both in recreational and therapy settings. The movement and the warmth of the horse promote many physical benefits such as increased circulation, relaxation of tight muscles, strengthening of weak muscles, increase in pelvic & trunk mobility, development of balance & coordination and improvement in posture.

1.5.2 Social Benefits

Horses Help promotes a group setting for our participants to promote socialization, increase in vocalization and attention span. Our Adaptive Riding classes typically have a maximum of 4 riders.

1.5.3 Participant Goals and Objectives

With the help of the Therapeutic Riding Instructor and parents/guardians, each participant sets long term goals that they will work towards while at Horses Help. Each class, a smaller “objective” is worked on by each participant. These “objectives” build upon each other and help the individual work towards their long term goals.

1.6 SUPPORTING HORSES HELP

Horses Help is a non-profit organization with a 501(c)(3) status. As such, it takes our entire team to keep the center running. It is only through the generous support of volunteers and donors such as yourself that Horses Help is where it is today. In order to help support administrative and training costs we are asking for a one-time \$10 contribution due at orientation when you first sign-up to volunteer with Horses Help.

In order for Horses Help to continue in its current path of serving the needs of the special needs, at Risk, and military populations here are some easy things that you can do to help.

1.6.1 Passive Giving:

Did you know that many of the things you do everyday can help our organization?

- As of 2016, Horses Help is an official qualifying charitable organization for Arizona State Tax Credit. Federal ID#: 74-2477097
- Do you shop online? Consider using Amazon Prime and linking to Horses Help.
- Bashas' Stores: Give the checkout person our number (27236) when you shop at Bashas
- Fry's Stores: V.I.P. HH # (81168) when you shop at Fry's.
- Albertsons: Number to use at Checkout: 4900106926
- United Way Campaign #0888
- Maricopa County Combined Charitable Campaign
- Horses Supplements and equipment needs: Use Country Supply (Country Care Code 56677), and Greenway Saddlery.
- Want to add your business to our growing list of online vendors? Contact Gregg.g@horseshelp.org today.

1.6.2 Active Giving

- Sponsor a horse
- Sponsor a participant
- Trailer Sponsorships
- Employee contribution funds
- Company Match-corporate matching donation

1.6.3 Horses Help's Wish List

- **Gardening tools:** With 5 acres to groom we need the tools in order to take care of the property. Yard and manure rakes, clippers for shrubs, and tree-trimming gear. A lawn mower and gas powered weed eater. Yard bags to put the clippings in. Gift cards from Home Depot or Lowes.
- **Paper goods/cleaning supplies:** the interiors of both the offices and the new tack room are all done, so now we need cleaning supplies to keep them looking 'new.' Good sweeping brooms for the exterior walkways, toilet bowl cleaner, glass cleaner, lots of paper towels, toilet paper, Kleenex, and hand soap. Laundry detergent for washing saddle pads and cleaning rags. Lysol spray disinfectant. Gift cards from Wal-Mart or Target.

- **For the Office:** white all-purpose paper that can be used for the copier and our printers. Bright colored paper for our flyers and newsletters, Card Stock colored paper, paper clips, scotch tape, staples, pencils pens, and dry erase markers and board cleaner. Crayons and coloring books for our waiting riders. “Post-its” all sizes. Light bulbs (frosted and clear). Gift cards from Office Max.
 - **For our volunteers:** coffee, sugar and creamer in packets, hot cocoa mixes, apple cider mix, lemonade mix, regular and flavored hot tea bags. Plastic spoons, coffee stirrers, 8 or 10 oz. hot/cold cups. Snack bars, individual wrapped hard candy. Gift cards from Albertson’s, Bashas or Costco.
 - **For our horses:** See our up to date Barn Wish List on our website or Facebook
 - **For the program:** digital camera/recorder and portable microphone. ATV or small tractor to drag arenas. Colored cones and ground poles for arena. Vertical poles for the arena. Toys for the program. Stone animal figures for the sensory trail. Gift cards from WalMart, Target, Toys ‘R Us.
-

2 VOLUNTEER OPPORTUNITIES

2.1 AVAILABLE VOLUNTEER OPPORTUNITIES

Volunteers come in all different shapes and sizes, large groups or individuals. Whatever is in your heart we have a volunteer opportunity for you. We welcome your willingness to help our community of special abilities riders achieve their dreams while fulfilling your quest of being a part of something very special. No matter what your talent, we can put it to very good use at Horses Help.

Volunteer Committees and job categories are designed to give a volunteer an opportunity to make use of his/her personal talents and fulfill their reason for volunteering. You may also wish to become involved with one of our committees. These groups meet one time per month depending on the committee's need. The time commitment is up to the individual volunteer. If you are dealing with adaptive riding or Hippotherapy classes, a regular commitment of 1-3 hours per week is important to remain consistent with our participants. When working on special events or projects, you may wish to involve yourself with one event per year. Your time is special to us and we will do everything in our power to meet your personal time needs. Large volunteer groups are welcome! (Eliminate repeat phrase)

2.2 VOLUNTEER COMMITTEES: LED BY A BOARD MEMBER AND STAFF LIASON

Volunteer committees are an integral mechanism for Horses Help's continuing success. As such we depend upon our volunteers to contribute in any way they can in order to ensure that these committees run as smoothly and effectively as possible. Please read the descriptions closely to see where you may be of the most help. If you have any questions please direct them to the Executive Director or the Volunteer Coordinator.

- **Administrative and Marketing:** Data entry, drafting correspondence, meeting notes, phoning, research, accounting, create newsletters, maintain our website, create story boards, take pictures and reach out to others to share your passion.
- **Fundraising Committee:** The Hunter & Gatherers reach out to local businesses to donate goods and products for raffles and auctions throughout the year
- **Cardinals Crew:** The Cardinals Crew runs two vending locations at the University of Phoenix Stadium during all home games. OFF-SITE LOCATION. Additional Cardinals Crew paperwork will be required.
- **Special Events:** Attend volunteer fairs at local schools and companies to promote the various volunteer opportunities available to our community. Attend local equine events to promote Horses Help, visit a nursing home or school with our miniature horse; spend time planning a golf tournament, dinner and auction or any other of our amazing events!
- **Crafty Crew:** Assist with creative decoration of Horses Help for upcoming special events. Make and send out birthday wishes to Participants and Volunteers. Keep signage and calendars up to date around the property.
- **Horticulture/Facility Maintenance:** Are you a handyman or green thumb type? We can always use help to maintain and improve the premises. Weed, water and pick anything that's ripe! Come out and cultivate our fruit and veggie producing garden and train future horticulture volunteers.
- **Summer Programs:** Are you available to help in our various summer programs that run May-June each year? Our summer programs have a different format than our typical Program Year classes and are a fun change of pace for volunteers.

- **Side-Walker & Coach:** Many of our riders may need assistance in maintaining their balance or in processing instructor directions. While students learn how to ride, side walkers provide physical, emotional and verbal support while walking next to the horse.
- **Horse Leaders (horse experience required):** Riders who need assistance in steering their horses during class need assistance from you! Come before class to groom, warm-up and tack horses and then lead them for our students.
- **Barn Buddy:** Looking to roll up your sleeves and get a little dirty?? Well look no further! Barn buddies help with stall cleaning, feeding, turn out, etc. No horse experience required, however you must be able to work independently alongside our other barn buddies.
- **Volunteer Mentor:** Once you know the ropes around Horses Help, you would be recruited to assist with Level 1-3 trainings, Barn Buddy Mentoring, etc. Volunteer Mentors would be looked up to as leaders and expected to uphold and demonstrate Horses Help policies on a consistent basis

2.3 VOLUNTEER CATEGORIES: HOW YOU CAN HELP

At Horses Help we welcome all volunteers. It is important to note, however, that certain volunteer opportunities require more physical effort than others. As such, we ask that you speak with either the Volunteer Coordinator or another staff member so that you will be working in a capacity that best suits you. Volunteer opportunities at Horses Help are separated into two categories: physical and passive jobs.

Physical jobs: These jobs will require that you are able to meet certain physical requirements. Physical jobs entail that you are able to walk continually at a brisk pace for 30 minutes, jog for short intervals, support 50lbs. of weight, hold hands at shoulder height or above for a 30-minute class, and help support a rider in case of an emergency dismount.

Passive jobs: These jobs tend to be more administrative in nature. Passive jobs entail that you are comfortably able to sit for an hour, that you are able to answer phones/act in the capacity of a receptionist, multi-task, and that you have no hearing difficulties.

Job descriptions will be available in the office for your consideration. If you do not fall under these specifications please ask if there are other jobs available.

2.3.1 Administrative Staff Help, Education Committee

Would you like to help with duties like date entry, drafting correspondence, preparing meeting notes and communication with our 4000+ supporters, then this is the job for you. Hours are flexible and our efficient staff supports you and your efforts.

These jobs tend to be more passive in nature and are ideal for all volunteers. Administrative help is an integral aspect of maintaining Horses Help. Administrative volunteers allow Horses Help to function day-to-day.

- Volunteer Coordinator Assistant: Volunteer Training, Recruiting
- Answering phones / Receptionist
- Data Entry
- Database Maintenance
- Media Kits and updating
- Videographers & Photographers

- Web site assistants
- Newsletter team
- Public relations, community and donor liaison, speaker
- Birthday recognition

2.3.2 Fundraising Jobs

Do you like meeting new people in the community? Are you good at organizing fundraising events? Join this team of outgoing individuals and spread our passion for our programs while raising money to keep participants in saddles!

- Special events committees
 - Off-Site Events
 - Cardinals Crew
 - Horses Help Horse Shows
 - Golf tournament Committee
 - Barn Bash Committee
- Estate planning
- Lifestyle Expo
- Grant writing

2.3.3 Horse Care Teams

Do you love horses? Would you like to help with grooming and the health and maintenance of our therapeutic riding herd? Get involved with these wonderful animals and make a difference!

- Level 1 (Must attend Level 1 Training)
 - Side-walker in class
 - Clean stalls
 - Feed
 - Make feed bowls/ supplements
 - Organize tack room
 - Set out/ put away tack for horse leaders
 - Coach/side-walk in classes
- Level 2 Volunteer (Must attend and pass level 2 clinic and testing)
 - *All Level 1 responsibilities*
 - Hand walk horses

- Groom
- Turn out/ Bring in
- Bathe
- Apply fly masks/ fly spray
- Tack and un-tack horses
- Level 3 Volunteer (Must complete “Horse Leader” clinic and testing)
 - *All Level 1 & 2 responsibilities*
 - Can lead horse during adaptive riding classes and hippotherapy

Prerequisites: Previous horse handling experience is required. You must also have completed Horses Help’s Horse Handling and Training Program as well as having turned in a Horse Handler’s application.

- Level 4 Volunteer (Must attend and pass a “Round pen/ Lung Line” Clinic and pass testing)
 - *All Level 1, 2 & 3 responsibilities*
 - Lunge line as exercise or warm up for class
 - Round pen as exercise or warm up for class

2.3.4 Facilities Maintenance

Do you like to use your talents to build, design, or create new things? If so, we are always in need of helping hands in the form of builders. Additionally, if you have ideas for new projects that you think would benefit the center then consider these volunteer positions.

These jobs vary from the passive to the active depending on the job. Any questions you may have about your suitability for these positions can be addressed in the office.

Skilled carpenters, welding, electrical expertise, plumbing expertise, landscape and irrigation, design and architects, roofers, masonry experts, horticulture/ gardening, front end loader use, people that like to use hammers, Sensory Trail Development.

3 VOLUNTEER ORIENTATION AND CODES OF CONDUCT

One of the first steps in enabling a volunteer to be successful on the job is the establishment of position standards and performance expectations. Within this manual, volunteers are furnished with Horses Help’s policies on respect and conduct on the job. All volunteers are urged to become familiar with Horses Help’s rules and standards of conduct and are expected to follow these rules and standards faithfully in doing their own jobs and conducting the company’s business.

The welcome letter handed to you at your volunteer orientation contains further details on these codes of conduct.

Each volunteer is personally responsible for reading, understanding and abiding by the policies of Horses Help. Volunteers are also responsible for adhering to the standards and expectations set for them by their supervisors/managers.

Volunteers who are unsure of what is expected of them should meet with their supervisor/team leader as soon as possible to gain a clear understanding of the position responsibilities.

3.1 EXPECTATIONS ON THE JOB

If you are acting in some capacity as a representative of Horses Help, you should always be engaged and aware of your surroundings. No matter what your purpose for being at Horses Help, you should always abide by the policies and codes of conduct set forth in this handbook.

When you are volunteering with one of the classes, it is imperative that your main focus be the rider and the class activities. Your number one priority should be ensuring that you create a safe environment for everyone around you. In order to do this, volunteers should conduct themselves with safety as their primary goal.

- Check your email routinely for lesson plans and information for upcoming sessions
- While conducting business on Horses Help property, focus on the job at hand
- Due to safety issues and concerns, while conducting business on Horses Help property, you must focus on the job at hand. Inattention to tasks is unacceptable.
- You must use appropriate language – no swearing or inappropriate connotations will be tolerated.
- Cell phones must be turned off and may not be used during your volunteer session – this includes texting.
- Use of other personal electronics for recreational use is also prohibited.
- Rough-housing and chit-chatting is not allowed during your volunteer session.

3.2 CODES OF CONDUCT

The clients we serve are here to learn riding skills, improve muscle tone, coordination, and have FUN. Our job is to provide a safe environment where they can attain these goals. Please be sure to read the instructor's lesson plan and goals for your rider before they arrive. In addition to the riders enjoying their lesson, we want you to enjoy the experience as well. Therefore, if you are not comfortable doing a certain job, please inform a supervisor.

3.2.1 Horses Help Rules of the Road

- Check bulletin boards for important information, updates and special interest notes.
- Call a staff member (Instructor, Barn Lead, etc) if you cannot volunteer due to illness, car trouble, etc. Remember, if there is a "hole" in your team, it may be unsafe for the rider to ride. Please call us as far in advance as possible (See policy that is in welcome packet)
- Classes are usually held during school breaks. Please do not assume that if you have a break, that there is no class. If you unsure as to whether there is class, always check with you team leader or the office.
- No class days – check with the Volunteer Coordinator for volunteer needs. We still need assistance to maintain the facility and the horses.

- Hours are recorded for volunteer time. Please sign in and out to the nearest ¼ hour.

3.2.2 Conduct around the Horses

- Never enter a horse stall without proper training/permission.
- If you are not signed off to work with the horses, please refrain from doing so.
- After class all tack and equipment (i.e. toys) must be put back and the horses attended to.
- When you are working with and around the horses, please be aware of where you and other volunteers are in relation to the horse at all times. Horses can kick, step on you, or bite.

3.2.3 Dress Code

3.2.3.1 Clothing

The appearance of every volunteer helps create the image and attitude that translates to a professional image at Horses Help. Proper attire is requested. We wish to present a professional appearance to all visitors and riders. Please wear your Horses Help t-shirts. Volunteers are expected to use good taste and judgment in their choice of clothing for work and dress in a suitable manner to their position.

Unacceptable Clothing

Torn, holey tee shirts and pants are not acceptable attire, nor are short shorts, low cut or midriff showing tops. Tank tops must be 3-4 fingers wide and shorts must be below the fingertips.

Long hair should be tied back for safety reasons. Closed-toed athletic shoes or boots are a must.

Horses and kids are curious individuals. They love to investigate shiny, moving objects. Be careful of dangle earrings, hair ornaments, dangling keys, bracelets, etc. We suggest you remove such items before attending to a rider.

Please be careful of wearing over-powering scents/perfumes. People (and horses) can be allergic or sensitive to perfumes, after-shave lotion, suntan lotion, and/or hair sprays. The sweet smells can also attract insects.

3.2.3.2 Personal Hygiene

All volunteers are expected to follow good personal hygiene and standards of cleanliness. Further, volunteers should avoid wearing over-powering scents/perfumes. People (and horses) can be allergic or sensitive to perfumes, after-shave lotion, suntan lotion, and/or hair sprays. The sweet smells can also attract insects.

Volunteers of Horses Help are expected to present a clean and professional appearance while conducting business, in or outside of the office. Dressing in a fashion that is clearly unprofessional, that is deemed unsafe, or that negatively affects Horses Help's reputation or image is not acceptable.

3.3 TIME-KEEPING PROCEDURES- UAttend/ pin number

All volunteers must sign in and sign out each time they volunteer with Horses Help. If you are unsure where to sign in and out, please speak with your team leader or a staff member and he or she will be able to direct you to the appropriate place. It is imperative that you sign in and out each time you volunteer for liability reasons and record-keeping procedures.

3.4 ATTENDANCE AND PUNCTUALITY

Good attendance and punctuality are essential elements of effective volunteer performance and are measured by objective standards. Volunteers are expected to maintain a good attendance record. Poor attendance and tardiness disrupt productivity, place a hardship on others who must do the work of the absent volunteer, and make it difficult for Horses Help to function effectively. Excessive absenteeism or tardiness for any reason may result in a volunteer being counseled, placed on probation or terminated.

Program Volunteers: Weekly commitment is mandatory for horse and team leaders. Each session will typically run for 5-6 weeks. After each session, there will be a week recess so that both riders and horses can rest. Consistent program volunteer attendance for each session is vital to Horses Help's riders, horses, and other volunteer success.

Non-Program Volunteers: Volunteers who will not be able to consistently volunteer on a regular basis are welcomed to communicate their availability to the Volunteer Coordinator and work out appropriate times and needs of the center. It is ok if you only volunteer for specific jobs or events during the course of the year.

Large Volunteer Groups: There are many large volunteer groups who love to help during the course of the year. These small or large groups should contact our Volunteer Coordinator to understand what particular projects may be currently available or upcoming.

3.4.1 Reporting Absences

Volunteers must personally notify their team leader if they are unable to report to work as soon as possible. If their immediate team leaders are not available, the volunteer should ask to speak with the Volunteer Coordinator. If you know in advance, please e-mail your direct supervisor and the Volunteer Coordinator. No call no show for days in which you agreed to volunteer puts everyone in a difficult position. Any volunteer who fails to notify Horses Help of an absence jeopardizes his or her rider's experience as any "hole" in a team may make it unsafe for the rider to ride.

3.4.2 Documentation of Absences

All absences must be documented on the appropriate time record. The team leader may require documentation for the reason of the absence.

3.4.3 Excessive Absenteeism

Generally, these definitions will refer to absence occurrences as follows:

- An occurrence will be defined as any period of continuous absence.
- Three occurrences within a six-week ride session will be considered excessive tardiness.
- Frequent/excessive tardiness is defined as being late for classes, or not being available when your rider is here.

Excessive absenteeism or tardiness for any reason may result in a volunteer being counseled, placed on probation or terminated.

3.4.4 Punctuality

Volunteers are expected to be on time and ready to start work as scheduled.

Program Volunteers:

- **Horse Handlers:** Should arrive one hour before the 1st class of each session. Check-in with instructor for your duties.
- **Side walkers and Coaches** should arrive ½ and hour before the 1st class of each session. Check-in with instructor for your duties.

At all other special events, volunteers and non-program volunteers are held accountable to an agreed upon time of arrival.

3.5 USE OF EQUIPMENT

Horses Help will provide volunteers with the equipment needed to do their job. None of this equipment should be used for personal use, nor removed from the physical confines of Horses Help—unless it is approved for a job that specifically requires use of company equipment outside the physical facility.

It takes a great deal of time and maintenance to keep all our tack in good shape, so we ask that if ropes, reins, pads, blankets, etc. are dropped, that all wood chips and dirt be removed prior to putting tack on a horse or putting the tack away. If anything is in need of repair, please notify the instructor on duty. You may be asked from time to time to help with some tack cleaning. Please help us take care of this equipment as if it were your own (i.e. hang wet items where they will dry without damage to saddles, etc.). After class all tack and equipment (i.e. toys) must be returned to their proper place.

3.6 USE OF ELECTRONICS

3.6.1 Computer, Phone, and Mail

Horses Help property, including computers, phones, electronic mail, and voice mail, should be used only for conducting company business. Incidental and occasional personal use of company computers, phones, or electronic mail and voice mail systems is permitted, but information and messages stored in these systems will be treated no differently from other business-related information and messages.

3.6.2 Internet

Volunteers are responsible for using the Internet in a manner that is ethical and lawful. Use of the Internet must solely be for business purposes and must not interfere with Horses Help's productivity or image.

3.6.3 Computer Software

Horses Help does not condone the illegal duplication of software. The copyright law is clear. The copyright holder is given certain exclusive rights, including the right to make and distribute copies. Title 17 of the U.S. Code states that "it is illegal to make or distribute copies of copyrighted material without authorization" (Section 106). The only exception is the user's right to make a backup copy for archival purposes (Section 117).

3.7 PARKING POLICY

Please drive with care and respect while on Horses Help's property. There is a posted **5 mph speed limit** that is to be adhered to at all times. Driving at higher speeds may spook the horses and riders. Additionally, volunteers should park in the designated volunteer parking area so that the other spaces are available for participants.

3.8 SMOKING POLICY

No smoking of any kind is permitted inside any Horses Help office. Smoking may take place only in designated smoking areas (i.e. the patio of the east house).

3.9 ALCOHOL AND SUBSTANCE ABUSE

Horses Help is firmly committed to a policy against the use of illegal drugs or alcohol. In keeping with this commitment, Horses Help strictly prohibits the use, transfer, possession, distribution, sale or being under the influence of illegal drugs or alcohol while on Horses Help premises (whether or not on duty), or while operating a vehicle owned or leased by Horses Help, or borrowed from one of their employees. This policy will not be construed to prohibit the use of alcohol at social or business functions sponsored by Horses Help. However, volunteers must remember their obligation to conduct themselves properly at all times while at Horses Help sponsored functions or while representing Horses Help. Violation of this policy will result in disciplinary action, up to and including termination.

4 VOLUNTEER COMMUNICATIONS

4.1 OPEN COMMUNICATION

Horses Help encourages volunteers to discuss any issues they may have with one another. Volunteers should maintain open communication with each other so as to ensure a safe and happy working environment. If a resolution between volunteers cannot be reached by discussing their issues, volunteers should arrange a meeting with their direct supervisor. If the concern, problem, or issue is not properly addressed, volunteers should contact the Volunteer Coordinator. Any information discussed in an open communication meeting is considered confidential, to the extent possible while still allowing management to respond to the problem. Retaliation against any volunteer for appropriate usage of open communication channels is unacceptable.

4.2 ELECTRONIC COMMUNICATION

Horses Help's primary mode of communication is electronic mail. If you need to be contacted in some other way, please let us know at orientation.

Horses Help runs a company-wide electronic bulletin board service where volunteers can find organizational announcements, news/events, and discussions about specific topics. The volunteer is responsible for reading necessary information posted on the bulletin boards. Visit our web site at www.horseshelp.org for the latest information.

4.3 SUGGESTIONS

Horses Help encourages all volunteers to bring forward their suggestions and good ideas about making Horses Help a better place to work and enhancing service to Horses Help customers. Any volunteer who sees an opportunity for improvement is encouraged to talk it over with management. Management can help bring ideas to the attention of the people in the organization that will be responsible for possibly implementing them. All suggestions are valued. (Eliminated text)

5 REWARDS AND RECOGNITION

Horses Help is immeasurably grateful to the effort and time volunteers commit to this organization. Without your help, Horses Help would cease to exist.

As such, we try to honor volunteers for their time and commitment. A yearly volunteer picnic is held in order to recognize volunteers who have committed a significant amount of hours to Horses Help, and to recognize the Jr. and adult volunteers of the year.

All volunteers who have accumulated 30+ hours receive a Horses Help shirt for their service.

Additionally, we encourage and support our volunteers in taking their volunteering to the level that they desire. We offer continuing education to our volunteers so that they may become certified therapeutic riding instructors or volunteer training instructors.

6 EXPENSES

6.1 INTRODUCTION

The following is a comprehensive guide to the Horses Help expense policy and procedures for the reporting and reimbursement of expenses. Any manager who approves expense reports should be familiar with this policy—authorizing an expense report indicates to Horses Help that the expenses reported are legitimate, reasonable, and complies with this policy.

6.2 MILEAGE

Mileage to and from Horses Help is tax-deductible. Be sure to record your mileage and dates.

6.3 COMPANY SUPPLIES AND OTHER EXPENDITURES

Only authorized persons may purchase supplies in the name of Horses Help. No volunteer whose regular duties do not include purchasing may incur any expense on behalf of Horses Help. Without a properly approved purchase order, Horses Help is not obligated for any purchase.

6.4 EXPENSE REIMBURSEMENT

Under ordinary circumstances, it is the policy of Horses Help to discuss possible reimbursement for some or all travel expenses on the basis of actual expenses involved. Persons traveling for Horses Help on business are entitled to transportation, hotel accommodation, meals, and limited incidentals (for example, taxis and telephone calls) that meet reasonable and adequate standards for convenience, safety, and comfort. An agreement should be reached and documented with the Executive Director prior to incurring a reimbursable expense. A Purchase/Expense Request Form needs to be completed for reimbursement of expenses.

It must be restated, though, that only management-approved activities can be reimbursed.

6.5 PURCHASE/EXPENSE REQUEST FORM

Date:

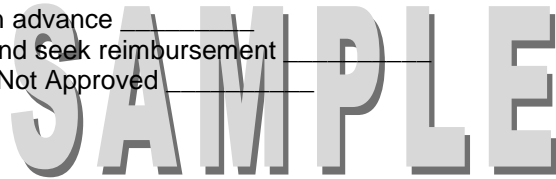
Requestor:

Items Requested and Reason

Approximate Cost

Items Requested and Reason	Approximate Cost

Payment is requested in advance
I will pay for the items and seek reimbursement
Approved _____ Not Approved _____



Authorized Signature

I have attached the purchase receipt for the above items and am now requesting a check

Date

Requestor Signature

Date Paid

Amount Paid \$

Check #



7 SAFETY

The safety and health of volunteers is a priority. Horses Help makes every effort to comply with all federal and state workplace safety requirements. Horses Help's workplace safety rules and regulations are the following:

- Professional Association of Therapeutic Horsemanship International (PATH Intl.) Safety Standards
- OSHA Safety Standards
- Horses Help Safety Standards

Each volunteer is expected to obey safety rules and exercise caution and common sense in all work activities.

7.1 SAFETY PROCEDURES

If there is an emergency, please call 911. Let them know what the emergency is and that Horses Help is a riding facility for people with disabilities. Give the address of Horses Help, how many victims there are, locations of injured person(s), what happened, condition of person(s), and what help is being given. Please remember, do NOT hang up first. The dispatcher will tell you when to hang up. Directions and instructions are printed out by each telephone.

7.2 WHITE BINDER SAFETY INFORMATION AND OTHER EQUIPMENT

Safety information is located in a white binder in the tack room. Fire extinguishers, first aid, and ice packs are also located in the tack room.

7.3 PERSONAL PROPERTY

Horses Help maintains a property management system that efficiently tracks lost and found property reports. Persons seeking information about lost or found property may do so by contacting the office at Horses Help. Horses Help assumes no risk for any loss or damage to personal property and recommends that all employees have personal insurance policies covering the loss of personal property left at the office.

It is additionally recommended that personal property be kept in a car. There are lockers on Horses Help's premises that are available for use. If you would like to use a locker to store personal property, please bring your own lock as locks are not provided. These are for daily use. Any lock remaining on the locker for an abnormal period of time will be cut off at the expense of the user and contents will be removed and stored in the lost and found for a period of 30 days at which time they will be disposed of accordingly.

7.4 HEALTH-RELATED ISSUES

Volunteers who become aware of any health-related issue should notify their supervisor of health status as soon as possible.

7.5 VOLUNTEERS REQUIRING MEDICAL ATTENTION

Volunteers should report all volunteer-related injuries and accidents immediately to their supervisor, and then follow these steps:

1. If possible fill out an incident report

2. Report to a medical facility if needed

7.6 WEATHER-RELATED AND EMERGENCY-RELATED CLOSINGS

At times, emergencies such as severe weather, fires, or power failures can disrupt company operations. In such instances, Executive Staff will decide on the closure and a Horses Help representative will provide the official notification to the volunteers.

If you are not contacted, plan on coming in at your designated time. However, please call first. Many times rain will hit one part of the Valley and not Horses Help and vice versa. We do attempt to make cancellation calls approximately 1 – 2 hours prior to the first ride time.

If cancelled

- Heat index is 110 degrees
 - Post will be on Facebook
 - Email will be sent out
-

8 ADMINISTRATION

8.1 PERSONNEL RECORDS AND ADMINISTRATION

The task of handling personnel records and related administration functions at Horses Help has been assigned to the Human Resources Department. Personnel files will be kept confidential at all times and include some or all of the following documents:

- Emergency Medical Information
- Resume and Application for volunteering
- Signed Documents including Liability Waiver, Confidentiality Statement, and Photo Release.

All medical records, if any, will be kept in a separate confidential file.

8.2 CHANGE OF PERSONAL DATA

Any change in a volunteer's name, address, telephone number, marital status, needs to be reported in writing without delay to the Volunteer Coordinator to ensure uninterrupted communication.

8.3 RECRUITING/VOLUNTEERING

The Volunteer Coordinator in conjunction with the Executive Director will be responsible for recruiting all volunteers. All activities should be coordinated with the Volunteer Coordinator. Prior to beginning recruitment for any position, a current job description should be on file with Horses Help.

All volunteers are encouraged to refer volunteer applicants to Horses Help staff for consideration. Applicants for volunteering should be referred to the Volunteer Coordinator for prescreening, interviewing, and reference checking.

Horses Help's Volunteer Coordinator is responsible for arranging orientations and training for qualified applicants, and for ensuring that the orientations are arranged in a timely manner.

8.3.1 Volunteer Background Check

Prior to accepting new volunteers, Horses Help will conduct a background check. Due to Special Olympics regulations, Horses Help is required to run these background checks on all new volunteers. Additionally, there is a probationary period for new volunteers. Please be conscientious of your role and act according to Horses Help's guidelines and policies outlined in this handbook. All coaches working directly with our clients will be check and will be granted a Class A volunteer through Special Olympics Arizona.

8.3.2 Criminal Records

A criminal record check is performed in keeping with Special Olympic verification requirements and to protect Horses Help's interest and that of its volunteers and clients.

8.3.3 Volunteers Who Are Minors

All volunteers must be at least 16 years of age. Exceptions can be made for parents volunteering for special events with younger children.

8.4 EQUAL OPPORTUNITY

Our primary mission is to promote the spirit of teamwork and cooperation among all of our volunteers. In support of this mission we are an equal opportunity facility. This means that we are totally committed both legally and morally to providing and maintaining non-segregated facilities and providing equal opportunities for all persons regardless of their race, color, religion, sex, sexual orientation, age, national origin, marital status, physical or mental disability, ancestry, past military history or familial status. This commitment pertains to the recruitment and accepting a new volunteer.

8.5 Affirmative Action/Diversity

Horses Help is committed to affirmative action that will build on the strengths of our current workforce and continually enhance the diversity of our organization. Our actions include, but are not limited to, the following:

- People with disabilities, people who are minorities and women, in compliance with State and Federal laws and regulations applicable to non-discrimination, are subjects of great concern. In view of this, as responsible citizens, we ask that everyone treats each other with respect, honesty and consideration to create a work environment of mutual respect.

8.6 Americans with Disabilities Act

It is the policy of Horses Help to comply with all the relevant and applicable provisions of the Americans with Disabilities Act (ADA). Horses Help will not discriminate against any qualified volunteer with respect to any terms, privileges, or conditions of volunteering because of a person's physical or mental disability.

8.6.1 Discrimination Prohibited

Horses Help does not discriminate against any qualified volunteer on the basis of a physical or mental disability in regard to any term, condition, or privilege of volunteering including but not limited to:

- Horses Help will not make inquiries of volunteers about any current or past disability and will not discriminate in regards to job assignments, job classifications, organizational structure, position descriptions, lines of progression, or seniority lists;
- Leaves of absence, sick leave, or any other leave;
- Any other term, condition or privilege of volunteering.

*These terms are subject to change if the above stated conditions directly affect the volunteering position so that the volunteer cannot safely and adequately complete the job.

8.6.2 Disability Defined

Individuals who have a "physical or mental disability" as defined above include:

- A physical or mental impairment that substantially limits one or more of the major life activities of such individual;
- Any individual who has a record of such impairment;

- Any individual who is regarded as having such an impairment.

8.7 BUILDING SECURITY

Each and every volunteer must follow the building security rules and regulations listed here:

- Everyone using the facility must check in at the office or have permission to use the facility.
- Understand evacuation procedures for each building as is posted.
- Follow all security details in securing buildings when leaving area.

Volunteers are not allowed on Horses Help property after hours without prior authorization from their supervisor.

8.8 VISITORS IN THE WORKPLACE

For safety, insurance, and other business considerations, only authorized visitors are allowed in the workplace. When making arrangements for visitors, volunteers should request that visitors check in at the main office and sign in and sign out at the front desk. In addition, a liability form should be filled out prior to the visit.

It is essential that visitors are asked not to pet or feed the horses.

8.8.1 Unidentified Visitors in the Workplace

Our job is to keep everyone safe; for that reason, if you see anyone that looks suspicious or that you do not know on Horses Help's property, please notify a staff member and he or she will deal with it accordingly.

9 ETHICAL STANDARDS/DISCIPLINARY MEASURES

Horses Help insists on the highest ethical standards in conducting its business. Doing the right thing and acting with integrity are the two driving forces behind Horses Help's great success story. When faced with ethical issues, volunteers are expected to make the right professional decision consistent with Horses Help's principles and standards.

9.1 NON-HARASSMENT POLICY

It is important for all of us to affirm our commitment to a work environment free of harassment and discrimination. As a tangible display of our commitment, we ask that all volunteers review and acknowledge receipt of the Non-Harassment Policy.

9.1.1 Non-Harassment Policy

All volunteers bear responsibility for helping to enforce this policy against harassment. Any volunteer who believes he /she has been the object of prohibited harassment, or who witnessed such harassment, must immediately notify his/her supervisor to initiate prompt and appropriate investigation and remedy. If the supervisor is responsible for the alleged harassment, or reporting the situation to the supervisors fails to remedy the situation, the volunteer must

immediately report complaints of harassment to the Volunteer Coordinator or the Executive Director.

9.1.2 Policy Statement

Horses Help has a policy of maintaining a harassment-free work environment for all volunteers. In keeping with this commitment, Horse Help will not tolerate unlawful harassment of any volunteer by anyone, including any supervisor, co-worker or third party. Horses Help will not tolerate unlawful harassment of ANY type. Harassment can take many forms including (but not limited to) sexual, verbal or emotional abuse. Harassment consists of unwelcome conduct, whether oral or written communication, physical or visual, based on a person's race, color, creed, sex (including pregnancy), sexual orientation, marital status, religion, age, national origin, ancestry, physical or mental disability, or medical condition, or any other classification protected by federal, state or local laws. Harassment can consist of a single serious incident or a series of lesser-unwanted incidents. It may include offensive physical actions, derogatory remarks, epithets, offensive jokes, the display or circulation of offensive printed or visual material including electronic communications such as text messages, e-mail, or instant messages.

9.2 VIOLENCE IN THE WORKPLACE

Horses Help has adopted a policy prohibiting workplace violence. Consistent with this policy, acts or threats of physical violence, including intimidation, harassment, and/or coercion, which involve or affect Horses Help or which occur on Horses Help or client property, will not be tolerated.

9.3 GRIEVANCE POLICY

Horses Help recognizes that occasionally problems and misunderstandings may arise and management wishes to ensure that all such problems are resolved quickly and fairly. However, it is also recognized that not all problems will be solved quickly, and there is no guarantee that the resolution will be to the volunteer's satisfaction. The grievance policy is designed to address volunteer concerns regarding policies. No retaliatory action shall be taken against anyone on the basis of having filed a grievance with Horses Help.

9.3.1 Definition

"Grievance" is defined as a volunteer's expressed dissatisfaction concerning any interpretation or application of a work-related policy by management, supervisor, or other employees. Qualifying grievances under this policy may include a belief that Horses Help policies and procedures have been applied incorrectly.

9.3.2 Responsibility

Managers, Supervisors and Directors are responsible for responding to and investigating complaints.

9.3.3 Volunteer Rights

All volunteers have the right to voice their concerns and present issues to management. Management will make every attempt to resolve the issues equitably. Supervisors are directed to address and if possible, resolve all such difficulties as quickly as possible. If the problem cannot be resolved, the volunteer may bring the problem to the attention of the next level of management to insure its resolution.

9.3.4 Procedure

Step One: Most volunteers' problems can be resolved through an informal discussion with their immediate supervisor, and volunteers are encouraged to make this their first

step in resolving any problems. Occasionally, a volunteer's complaint involves his/her supervisor. Volunteers are then encouraged to discuss complaints with the next higher level of management to avoid any awkward situations. As an alternative, the volunteer may discuss his/her complaints at any time with the Volunteer Coordinator. If the complaint pertains to the Volunteer Coordinator, then Horses Help will appoint a designee.

Step Two: If a solution is not agreed upon as a result of the first meeting, the volunteer has the option of discussing the problem with the next level of management, within five working days of the supervisor's response. The manager is expected to respond to the volunteer filing the grievance, with a recommended resolution within five working days, following the discussion.

Step Three: If the volunteer's complaint is not settled to his/her satisfaction, or if the volunteer has not heard a response from his/her supervisor, then the volunteer may complete and submit the Grievance Form to the Volunteer Coordinator. Grievance Forms are available in the executive office.

Step Four: After reviewing the grievance and conducting any clarifying investigations, the Volunteer Coordinator will render an opinion to the volunteer, in writing, as to whether or not Horses Help's policy and procedure was applied appropriately, and what, if any, corrective action will be taken.

Step Five: A final appeal may be submitted to the Executive Director. Time for the final resolution will vary, depending upon circumstances and the need for an investigation. The Executive Director's decision regarding the volunteer's grievance will be final and binding on the volunteer and Horses Help.

Volunteers, employees, supervisors, and managers may at any time request a representative of Horses Help to act as a neutral third party to aid in resolving differences.

9.4 CORRECTIVE COUNSELING AND DISCIPLINARY ACTION

9.4.1 Overview

Volunteering with Horses Help is "at-will", which means that although Horses Help has every hope that the volunteering relationship will be mutually beneficial and rewarding, the volunteer or Horses Help may terminate his or her position at any time for any reason, with or without cause or notice. We would, however, appreciate an exit summary in writing as well as an exit interview should you terminate your position. This allows us to improve and learn from your exit comments.

Violation of Horses Help's policies and rules may warrant disciplinary action. Where appropriate, discipline may include verbal and written counseling, suspension and/or dismissal. However, Horses Help may in its sole discretion utilize whatever form of discipline is deemed appropriate under the circumstances, up to and including immediate dismissal. No particular order of discipline is required. Horses Help's policy regarding discipline is a guideline and in no way alters the "at-will" volunteering relationship or Horses Help's right to change a volunteer's position, title, or responsibilities at any time for any reason, with or without cause or notice.

9.4.2 Purpose of Corrective Counseling/Disciplinary Action

Horses Help strives to foster a commitment to personal excellence. As such, it provides volunteers with policies and guidelines designed to help the volunteer be successful on the job. Horses Help utilizes corrective counseling and/or disciplinary action to help identify problem areas and deviations from the policies and guidelines that may negatively impact the volunteer's performance.

9.4.3 Unacceptable Behavior

Unacceptable behavior that does not lead to immediate dismissal may be dealt with in any of the following manners: (a) Oral Reminder, (b) Written Warning, (c) Counseling Session, (d) Termination, (e) Third party intervention. Types of Corrective Counseling/Disciplinary Action.

9.4.4 Types of Corrective Counseling/Disciplinary Action

Depending on the nature of the problem(s) or issue(s), Horses Help has available but it not limited to the following types of corrective counseling/disciplinary action:

- Verbal Counseling
- Written Disciplinary Action
- Dismissal
- Notification of Authorities

9.4.5 Verbal Counseling

When the supervisor/manager identifies a problem or weakness in the volunteer's performance, he/she should initially meet with the volunteer as soon as possible to discuss the problem area. Keep in mind that the purpose of the corrective counseling is to help the volunteer be successful on the job.

The discussion should be conducted in a discreet manner. The supervisor/manager should notify the volunteer of the work performance issue, how the issue should be corrected and in what timeframe the correction should take place. The volunteer should also be made aware that if the issue being discussed is not corrected or if other issues arise the volunteer will be subject to further corrective action including dismissal. Supervisors/managers should document the date, time and content of the meeting and retain this information in their files.

9.4.6 Written Disciplinary Action

Written disciplinary action is administered through the use of the Disciplinary Action Notice. This form of disciplinary action is generally used for the following reasons:

- Same problems continue to occur
- New problems occur in addition to old problems
- Nature of problem is serious
- All written Disciplinary Action Notices must be pre-approved by the Executive Director prior to administering to the volunteer.
- Supervisors/managers should complete the Disciplinary Action Notice and submit it along with any pertinent documentation to the Executive Director for approval.
- The Executive Director will review the Notice and inform the supervisor/manager of any need for amendments. When the Notice is finalized, an authorized Horses Help staff member will sign the Notice and return it to the supervisor/manager.
- A written form or disciplinary action may render a volunteer ineligible for a specific period of time.
- With the Executive Director's prior approval, supervisors/managers may place a volunteer on suspension when the circumstances warrant an investigation to determine what action should be taken.
- Two supervisors/managers should be present when notifying the volunteer of the suspension. The volunteer should be informed that he/she is being suspended pending the outcome of an investigation of the problem. The volunteer should be informed of the probable length of suspension and how he or she will be contacted upon the conclusion of the investigation.

9.4.7 Dismissal

- Supervisors/Managers must always obtain prior approval from the Executive Director before notifying a volunteer of termination.
- Supervisors/Managers should contact the Executive Director by e-mail, confidential fax, or phone for approval. The requesting party should submit a written request for termination citing the reason for termination and all the supporting documentation.
- Two Supervisors/Managers should be present when notifying the volunteer of dismissal. The volunteer should be informed of the reason for the dismissal.
- If the volunteer requests further information, he/she should be referred to the Executive Director.

9.5 CRISIS SUSPENSION

A volunteer who commits any serious violation of Horses Help policies at minimum will be investigated and documentation will be included in a report available to the Staff and the Board of Directors. A possible legal course of action may be taken if applicable.

9.6 VOLUNTEER TERMINATION/RESIGNATION

It is the responsibility of all volunteers to understand all of Horses Help's policies and procedures before engaging in volunteering jobs and activities. Ignorance of these policies and procedures does not constitute an excuse. If you do not understand these policies and procedures please see the Director of Volunteer Services for further help.

9.7 DISCIPLINARY ACTION NOTICE FORM

Warning _____ Formal Disciplinary Action _____
Notice Date _____
Volunteer Name/Number _____
Volunteer Title/Hire Date _____
Supervisor Name/Title _____

1. Statement of the Problem (violation of rules, policies, standards, practices or unsatisfactory performance) List Specific Dates, policies and occurrences. (Attach related documentation)
2. Risk/Impact (Safety and security)
3. Prior Discussions or Warnings (include training sessions, verbal/written counseling dates & nature; attach copies)
4. Corrective Action Expected of Volunteer (list specific actions, follow-up dates and method of measuring performance)
5. Management Assistance (list specific ways management will assist the volunteer to improve; training, coaching, etc.)

Volunteer Signature _____ Date: _____
Supervisor/Manager Signature _____ Date: _____

For office use only:	
Reviewed by: (Please Print) _____	Date: _____
Reviewer's Signature: _____	

Comments:

9.8 RETURN OF COMPANY PROPERTY

Any Horses Help property issued to volunteers, such as computer equipment, keys, parking passes or company credit card, must be returned to Horses Help at the time of dismissal. Volunteers will be responsible for any lost or damaged items.

10 CLOSING STATEMENT

Successful working conditions and relationships depend upon successful communication. It is important that volunteers stay aware of changes in procedures, policies, and general information. It is also important to communicate ideas, suggestions, personal goals, or problems as they affect work at Horses Help.