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ARE YOU PROPERLY SCREENING ALL OF YOUR EMPLOYEES AND VOLUNTEERS?

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Nonprofit Volunteer Safety Manual

Non-Profit of America


**A Volunteer Guide to Safety Policies & Procedures
to Support a Safety-Conscious Environment for Helping Others**

Provided by: Tooher Ferraris Insurance Group

Legal disclaimer to users of this form volunteer handbook:

The materials presented herein are for general reference only. Federal, state and/or local laws, or individual circumstances, may require the addition of policies, amendment of individual policies, and/or the entire Handbook to meet specific situations. These materials are intended to be used only as guides and should not be used, adopted, or modified without the advice of legal counsel. These materials are presented, therefore, with the understanding that the Company is not engaged in rendering legal, accounting, or other professional service. If legal advice or other expert assistance is required, the services of a competent professional should be sought. © 2008, 2012 Zywave, Inc. All rights reserved.

Appreciation for your Service



Regardless of your contribution to Non-Profit of America, you are making a dramatic difference in the lives of others by volunteering your time. You are a vital resource for this organization, which could not survive without the assistance and determination of community members like you. While partaking in this experience, we're confident you will feel a sense of giving to others and thoroughly enjoy the impact you have made on someone else's life. We want this experience to be wholly positive. That's why Non-Profit of America is committed to taking the appropriate precautions to ensure your safety. Thank you for your time and effort.

Commitment to Safety

Non-Profit of America recognizes that our volunteers drive the organization. As our most critical resource, volunteers will be safeguarded through training, provision of appropriate work surroundings and procedures that foster protection of health and safety. All work conducted by Non-Profit of America's volunteers will take into account the intent of this policy. No duty, no matter what its perceived result, will be deemed more important than volunteer health and safety.

Non-Profit of America is firmly committed to the safety of our volunteers. We will do everything possible to prevent accidents, and we are committed to providing a safe working environment for all volunteers.

We value our volunteers not only as volunteers but also as human beings critical to the success of their family, the local community and Non-Profit of America.

Volunteers are encouraged to report any unsafe work practices or safety hazards encountered on the job. All accidents/incidents (no matter how slight) are to be immediately reported to the supervisor on duty.

A key factor in implementing this policy will be the strict compliance to all applicable federal, state, local and company policies and procedures. Failure to comply with these policies may result in disciplinary actions.

Respecting this, Non-Profit of America will make every reasonable effort to provide a safe and healthful workplace that is free from any recognized or known potential hazards. Additionally, Non-Profit of America subscribes to these principles:

1. All accidents are preventable through implementation of effective safety and health control policies and programs.
2. Safety and health controls are a major part of our work every day.
3. Accident prevention is good business. It minimizes human suffering, promotes better working conditions for everyone, holds Non-Profit of America in higher regard with community members and increases productivity. This is why Non-Profit of America will comply with all safety and health regulations that apply to the course and scope of operations.
4. Management is responsible for providing the safest possible workplace for volunteers. Consequently, management of Non-Profit of America is committed to allocating and providing all of the resources needed to promote and effectively implement this safety policy.
5. Volunteers are responsible for following safe work practices and company rules as well as for preventing accidents and injuries. Management will establish lines of communication to solicit and receive comments, information, suggestions and assistance from volunteers where safety and health are concerned.
6. Management and supervisors of Non-Profit of America will set a positive example with good attitudes and strong commitment to safety and health in the workplace. Toward this end, management must monitor company safety and health performance, working environment and conditions to ensure that program objectives are achieved.
7. Our safety program applies to all volunteers and persons affected or associated in any way by the scope of this organization. Everyone's goal must be to constantly improve safety awareness and to prevent accidents and injuries.

Everyone at Non-Profit of America must be involved and committed to safety. This must be a team effort. Together, we can prevent accidents and injuries, keeping each other safe and healthy.

President

12/31/21

Risk Manager

12/31/21

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Although armed with perpetual energy for their cause, nonprofit officers and directors are sometimes ill-equipped with the business acumen or financial resources to manage the liabilities of their nonprofit in the same way as a for-profit corporation. Some simply don't understand or are not cognizant of their legal liabilities. This article outlines the risks that nonprofit directors and officers can encounter, including information about the legislation that affects nonprofits, the types of claims brought against directors and officers, and ways to mitigate the risk of a costly claim.

The Sarbanes-Oxley Act of 2002

The Sarbanes-Oxley Act (SOX) Act of 2002 was created in response to the major corporate scandals of publicly traded companies such as Enron and Tyco in the early 2000s. Enacted to protect investors in those companies, SOX aims to increase the truthfulness in corporate disclosures.

While the majority of the SOX provisions pertain to publicly traded companies, nonprofits are required to comply with two provisions: Whistleblower Protection and Document Destruction. Under the Whistleblower Protection provision, nonprofit directors and officers must not retaliate against those who report suspected illegal activities in the organization. This means that your employees and volunteers can express concerns about unethical and unlawful practices that happen in your organization without fear of reprisal from you or other members of the management team. Under the Document Destruction provision, nonprofit directors, officers and employees cannot destroy documents that are intended for use in official proceedings. This means your organization must retain certain documents, such as financial records and board meeting minutes, for a specific period of time. Each state has specific regulations for how long documents must be kept.

Some states require nonprofits to adhere to more than the two required SOX provisions; and some nonprofits have voluntarily adopted all of the provisions as a best practice to bolster their credibility and promote financial transparency in their organization.

Areas of Nonprofit Directors and Officers (D & O) Liability

In addition to the two SOX provisions, there are a variety of other liabilities that can affect nonprofit directors and

Directors' and Officers' Liability for Nonprofit Organizations

Insight for nonprofit directors and officers—provided by
Tooher Ferraris Insurance Group

Many 501(c)(3) nonprofit organizations have inspiring stories behind their creation. It's not uncommon for passionate founders and directors to devote years of hard work and their own funds to move the conception of an idea into the birth of an organization dedicated to their cause. Often with little or no monetary compensation, nonprofit directors and officers rely on intangible rewards—the stories of the difference they've made in the community and peoples' lives—as incentive to continue laboring over their mission.

But a costly lawsuit could quickly put an end to that story. Do people really sue nonprofit organizations? The answer is yes. As society becomes more litigious, nonprofits are increasingly vulnerable to lawsuits that threaten their operations and, in some instances, drain their limited funds to the point where they have to close their doors. At the point where a nonprofit reaches insolvency, directors' and officers' personal assets are at risk.

officers. According to a 2011 survey conducted by Towers Watson, a global professional services company, 48 percent of the surveyed nonprofit organizations reported claims in the last 10 years, which were more claims than the public and private companies reported.

Some major areas of exposure for nonprofit directors and officers include: employment practices, fiduciary duty breaches, conflict of interest, government enforcement actions and misuse of funds.

Employment Practices

For nonprofits that hire paid employees, employment practices liability is a significant risk. The same employment laws that apply to for-profit corporations are also applicable to nonprofits.

With a limited budget, most nonprofits don't have a human resources department or the knowledge of employment practices that a for-profit corporation may have. Either directors and officers don't realize they're liable, or they have poorly defined employment policies and procedures in place.

To mitigate the risk of an employment practices claim, invest the time in developing a hiring policy and an employee handbook. Criminal background checks, education checks and past employer references can uncover information about a potential troublesome employee. For all paid staff members and even volunteers, provide an employee handbook so they are aware of their job duties, vacation time, benefits and other organizational policies. Maintain accurate personnel files on all employees and record all incidents in which you had to reprimand, discipline or terminate employees, as these records are necessary in the event of a lawsuit.

Fiduciary Duty Breaches

Similar to for-profit corporations, nonprofit directors and officers are also responsible for fiduciary duties owed to the nonprofit, to the other directors and officers, and to third parties such as donors and members. Directors and officers can be liable for grossly neglectful decisions and wasting resources. This is known as the "duty of care." The three fiduciary responsibilities include:

1. *Duty of care.* Directors and officers must exercise reasonable care, actively participate in decision-

making and are held liable for ordinary negligence. Ignorance is not an excuse.

2. *Duty of loyalty.* An officer or director must not use his or her position to pursue outside transactions or interests.
3. *Duty of obedience.* Directors and officers must comply with all federal and state reporting requirements, and ensure the nonprofit is dedicated to its stated mission statement and goals.

Fiduciary duties for nonprofit directors and officers are similar to the fiduciary duties for-profit corporation directors and officers owe their shareholders. Lawsuits for a breach of fiduciary duty can be brought by fellow officers and directors, the state attorney general, the nonprofit's members or the IRS. In some fiduciary breach cases, the IRS could revoke a nonprofit's 501(c)(3) tax-exempt status.

Conflict of Interest

A breach of the fiduciary duty of loyalty is usually manifested in the form of a conflict of interest. This occurs when directors and officers use their power for their own interest, or that of another interest or entity. Conflicts of interest include self-dealing or benefit activities in which officers, board members or staff have personal financial gain from the nonprofit.

It is crucial for a nonprofit to self-monitor potential conflicts of interest that exist among board members and directors. For example, you may have a board member who serves on the board of two different nonprofits competing for the same grant funding. Develop a conflict of interest policy and ask directors and officers to disclose all conflicts of interest on an annual basis.

Government Enforcement Actions

Nonprofits must follow applicable laws, including tax, civil rights and employment laws. All nonprofits must file an annual tax return with the IRS. Nonprofits with annual gross receipts of less than \$50,000 must file the Form 990-N (e-Postcard) and those with annual gross receipts over \$50,000 must file the Form 990. Directors and officers must ensure these forms are filled out correctly and are submitted by the deadline. A nonprofit's 501(c)(3) tax-exempt status could be

in jeopardy if you fail to file or file the form past the deadline without asking for an extension.

Excessive employee compensation is closely monitored by the IRS and could result in costly fines. Employee compensation must be reasonable and comparable to other nonprofits of a similar size. On the new IRS Form 990, a nonprofit must report if any employees are compensated more than \$100,000 annually.

Additionally, the state attorney general's office usually monitors nonprofits to ensure they are following their stated mission and goals and applicable state laws. Conducting activities outside of your mission could expose you to scrutiny. Some of these activities simply might require you to pay a tax, such as if the activity generates revenue, but penalties and loss of tax-exempt status could result if the activities are unrelated to the mission.

Misuse of Funds

A nonprofit relies on grant funding and donations to operate, but it is important that funds are used for the stated mission and goals. Directors and officers are liable for how funds are used. Even if you were not present at a meeting where a financial decision was made, you can still be liable for the misuse of funding.

Misappropriation of funds can also be tied to claims made by donors that a nonprofit did not use their donation for an intended purpose. Some donors sue nonprofits that misrepresent their financial status. If a donor designates funding for a particular project or program, they can enforce the terms of the gift. Although these claims are not as common, you should still be wary of the liability.

To mitigate this risk, directors and officers should always aim to present a transparent financial picture of their organization to avoid lawsuits from donors. Accurate bookkeeping and filing the IRS Form 990 in a timely manner is essential. Be aware of volunteers or employees who handle money as there could be a risk of swindling funds.

Immunity and Indemnification

Given all of the potential claims that can be made against nonprofit directors and officers, there is some protection against potential lawsuits.

Statutory Immunity

The Revised Model Nonprofit Corporation Act of 1987 states that directors must actively participate in decision-making and act carefully in fulfilling their responsibilities. If decisions are made or actions are done in "good faith," directors and officers can claim immunity in potential lawsuits. Even if it was considered a bad decision, you will not be held liable if you can attest that the decision was made in good faith.

However, while immunity protects directors and officers from guilt, you can still incur court costs proving that you are immune.

Some important things to note about immunity:

- If a director or officer is paid, he or she is not immune.
- If a director or officer acted with gross negligence, he or she is not immune. Simply put, gross negligence is carelessness or reckless disregard, causing harm to the safety, lives or property of others.
- Immunity from liability does not mean directors and officers are immune from being sued and incurring the court costs of proving your immunity.

Indemnification

Directors and officers can also be protected with indemnification, which is when the nonprofit uses its own resources to pay for legal costs for claims that result from board service. This protects directors and officers from using their personal assets to pay for legal costs. Some nonprofits have an indemnification policy written into their bylaws. However, keep in mind that if the nonprofit's financial assets deplete, the personal assets of directors and officers are at risk.

Transferring Risk with D & O Insurance

Since indemnification and statutory immunity have its limitations, some risk may have to be transferred by purchasing a Directors and Officers (D & O) insurance policy. Depending on the size and budget of the nonprofit, it's typically not a large expense, but can save the nonprofit in the event of an expensive claim.

Also, D & O insurance can offer protection for board members who would otherwise have to use their own personal assets to prove immunity or pay for defense costs. Potential board members are often reluctant to join a board if a nonprofit does not have D & O insurance.

While General Liability insurance policies cover bodily harm and property damage, they do not cover the risks highlighted in this article. If you purchase D & O insurance, work with your agent to find out what's covered in your policy and what's not. In some cases, Employment Practices Liability insurance and Fiduciary Liability insurance must be purchased separately.

Alternate Ideas for Return to Work Duties

Nonprofits

Use this chart to find possible transitional job duties for recovering workers. The ideas presented here should be adapted to your own situation to help the returning employee be as productive as possible. Always evaluate the unique conditions of an employee's injury when assigning transitional duties.

Alternative Duty Options	Type of Injury		
	Back	Lower Extremity	Upper Extremity

Red Cross			
Solicit donors via telephone	Yes	Yes	Yes
Intake volunteer at blood drive locations	Yes	Yes	Yes
Juice and cookie post-donation volunteer	Yes	Yes	Yes
Providing training	Yes	Yes	Yes
Stuffing envelopes	Yes	Yes	Possible

Humane Society			
Solicit donors via telephone	Yes	Yes	Yes
Animal walker	Possible	Possible	Yes

Salvation Army and Goodwill (No loading/lifting of any sort)			
Solicit donors via telephone	Yes	Yes	Yes
Sorting donations	Possible	Yes	Possible
Providing training	Yes	Yes	Yes
Local driving	Possible	Possible	Possible
Stuffing envelopes	Yes	Yes	Possible

Hospital and Nursing Homes			
Reading to patients/writing for patients	Yes	Yes	Yes
Flower/gift delivery	Yes	Yes	Yes
Small package delivery	Yes	Yes	Yes

Habitat for Humanity (No physical work on buildings)			
Solicit donors via telephone	Yes	Yes	Yes
Stuffing envelopes	Yes	Yes	Possible
Providing training	Yes	Yes	Yes

Avoiding Sexual Abuse Liability

Nonprofits, faith-based organizations and other similar groups are at risk for false allegations of sexual assault due to the recent spotlight on the issue and the unique characteristics of these organizations, namely the frequent, unsupervised interaction between children and a trusted adult. Whether legitimate or phony, sexual-abuse allegations involving a minor can have catastrophic consequences for your group or organization.

You can take several steps to ensure your organization does not have to undergo expensive and embarrassing lawsuits, including careful screening of all staff; strictly enforced supervision guidelines; sufficient education and training; and a specific plan of action to follow when someone suspects or reports inappropriate behavior.

Carefully Screen Potential Staff

One of the most important things your organization can do to reduce the risk of a sexual misconduct or harassment allegation is to take on staff and volunteers carefully. Require that all staff, whether paid or volunteer and regardless of their job description, consent in writing to a federal criminal background check. If you sponsor or organize overnight trips, those volunteers should also be required to consent to a federal background check. You should also search for all potential employees and volunteers in the National Sex Offenders Public Registry to check for any type of sex offender record.

In addition to conducting an official background check and examining the National Sex Offenders Public Registry, you should require all applicants – whether paid or volunteer – to provide a list of non-family references,

complete with contact information. For those assuming leadership positions, ask to contact their previous employer. However, it is not enough to simply ask for this information – with every applicant, you should follow through and contact the references. Ask specific questions about the applicant’s reputation and character to evaluate whether he or she will present a risk to your organization.

Depending on the size of your organization, many people may look at one application, and the review process could go through several hands. To make the process easier and more effective, require documentation for all background and reference checks conducted. Likewise, if any applicant is allowed to skip the background or reference check process, require that a waiver be signed by the person who made the decision to exempt the applicant.

There are many steps you can take to ensure your organization does not have to undergo the expense and embarrassment of a sexual abuse lawsuit.

Establish Supervision Guidelines

It is important to set guidelines for staff and volunteer conduct for two reasons. First, it protects minors from ill-intentioned adults and makes the environment safer. Also, it protects employees and volunteers from

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Liabilities for the Board of Directors

Nonprofit organizations provide essential social services that benefit communities and their members. These organizations cannot survive without a solid volunteer Board of Directors assigned to elect officers, adopt policies and make major financial decisions for the organization. Although the members of the board are volunteers, there is a certain amount of risk involved in holding one of these positions. Specifically, even when acting in good faith, board members are subject to personal liability, which may affect their personal financial status because of their business decisions.

Therefore, it is imperative that your organization and Board of Directors understand the risks involved as volunteers, their responsibilities as board members and the ways in which they can protect themselves from personal liability.

Risks and Responsibilities

To combat the chance of affecting the personal liability of board members, nonprofit organizations should assess the risks involved with holding these positions. Your organization should first develop a volunteer risk management committee to identify all risks and pose solutions to minimize potential harm. In addition, you need to ensure that the board members understand their governance responsibilities. Your nonprofit should educate its board on their legal duties, fiduciary duties and decision-making roles. Furthermore, the risk committee should ensure the following:

- The organization is working within its stated mission
- Funds are spent according to the mission and spending decisions are known to donors

- The organization does not accept donations with conditions
- Individuals with personal agendas are not allowed to sit on the board
- Board members are not using professional contacts in dealings with the nonprofit

It is imperative that your Board of Directors understand the risks involved as volunteers for your organization, their responsibilities as board members and how to protect themselves from personal liability.

Once the risks are assessed and the Board of Directors is aware of those risks, they must also understand the responsibilities associated with the positions they hold. Legally, board members have three main duties:

1. **Duty of Care:** The individual should act in the way that a reasonable person would in a similar position and under similar circumstances. Acting under good faith is an essential part of the functions of the board.
2. **Duty of Loyalty:** The individual should place the organization's financial interests as the primary

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SCREENING VOLUNTEERS FOR YOUR ORGANIZATION

Regardless of how your organization recruits volunteers (word of mouth, via your company website or enrollment programs), it is imperative that you establish a stringent screening process. This incredibly effective risk management tool will lend a hand in preventing any unnecessary harm. Furthermore, screening volunteers will allow your organization to select the best person for the position.

The ultimate goal at the end of the screening process is to answer the following questions:

- ❖ Does the individual pose a risk of harm to the community members the organization serves?
- ❖ Does the individual pose a risk of harm to staff members, supervisors and the Board of Directors at the organization?
- ❖ Does the position pose a risk to the individual applying?
- ❖ Does the individual understand the responsibilities involved in the position and the expectations of the organization?

Types of Risks

There are four types of risks that an individual can pose to the organization, the staff and the community. The screening process established by the organization should identify those risks and eliminate individuals who pose them.

- ❖ **Physical Harm:** Physical or sexual assault, child abuse, injuries inflicted from the misuse of vehicles and using poor judgment resulting in injury.
- ❖ **Emotional Harm:** Sexual harassment, racist slurs, religious discrimination, gendered remarks, name calling and insults about disabilities.
- ❖ **Theft or Damage to Property:** Stealing money from community members and staff, embezzling funds, vehicle crashes and reckless behavior leading to the destruction of property.
- ❖ **Violations of Privacy:** Discussing confidential information without permission.

The use of drugs and/or alcohol may also cause volunteers to inflict harm. The screening process should also address substance abuse issues.

Screening Guidelines

The primary rule when developing screening guidelines is that they must be tailored to the position your organization is seeking to fill. Each position requires different skills, interaction with different types of people and different life experiences. Therefore, your organization must develop multiple guidelines for all the positions available.

Before beginning to screen individuals, establish a description for the position and assess the risks involved. Identify the core responsibilities, special skills needed and an idea of the ideal candidate. Then, select the appropriate tools to best assess the individual.

Regardless of the position, each individual should fill out an application, sit down for an interview with a supervisory staff member and have his/her references checked. The only exception to this involves volunteers who have a one-time exposure to a low-risk group of individuals in an extremely controlled situation. Positions in which the volunteer works closely with children or the elderly or handles funds should have more extensive background checks.

Note the chart below. The left side indicates the various duties completed by volunteers in an array of positions. The top row indicates the screening requirement necessary to assure the safety of the client your organization is serving. The colored X's indicate the necessity for the volunteer to be required to complete the screening requirements based on the duties required of the position.

POSITION SCREENING REQUIREMENT	APPLICATION	ORIENTATION INTERVIEW	IN-DEPTH INTERVIEW	REFERENCE CHECK	MOTOR VEHICLE RECORDS CHECK	CRIMINAL HISTORY RECORDS CHECK	PSYCHOLOGICAL TESTS	MEDICAL TESTS	HOME VISIT
	Position Duty								
Unsupervised contact with a vulnerable client	X	X	X	X	X	X	X	X	X
Access to confidential client information	X	X	X	X	X	X	X	X	X
Transportation of clients	X	X	X	X	X	X	X	X	X
Handling organization's or client's funds	X	X	X	X	X	X	X	X	X
Extensive contact with client in a live-in situation	X	X	X	X	X	X	X	X	X
Physical exertion in a remote setting with children	X	X	X	X	X	X	X	X	X
Visiting at client's home	X	X	X	X	X	X	X	X	X
Supervised client contact in a group setting	X	X	X	X	X	X	X	X	X
Helping clients change clothes, bathe or other personal activities	X	X	X	X	X	X	X	X	X
Coaching youth sports	X	X	X	X	X	X	X	X	X
Delivering meals to a client's home	X	X	X	X	X	X	X	X	X

Source: Corporation for National and Community Service

KEY: The need to conduct the screening tool

X: Extremely Necessary

X: Necessary

X: Neutral

X: Unnecessary

Screening Checklist

Instruct all staff members who hire volunteers to abide by the following background check guidelines:

- Conduct a criminal background checks on all individuals who will have contact with children, the elderly and/or vulnerable members of the community.
- Require multiple forms of identification and verify their authenticity.
- Utilize both local and national resources for background checks.
- Attain Department of Motor Vehicle (DMV) records, sex offender registries and child abuse case logs for all individuals who are driving or have contact with children.

The best policy your organization can adopt is to exercise extreme caution while screening individuals. If in doubt, conduct additional checks before accepting the individual as a volunteer. If a supervisor notices an alerting red flag during the screening process, do not continue. The main objective is to uncover these red flags and weed out individuals who pose a risk. By neglecting to fully screen potential volunteers, your organization may inflict unnecessary harm onto itself, staff members and the public - contradicting your mission to assist.

Our team of P&C experts is here to help. If you need assistance with establishing policies for volunteers, please contact Eric Ferraris at 203.834.5900 today.

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Managing Volunteers in Your Organization

As a non-profit organization, most of your workforce is probably comprised of volunteers. These individuals are devoting their time and energy to helping the community through your organization. Though these individuals are offering their services without expecting compensation, they still require supervision to ensure that their jobs are done correctly. Furthermore, it is essential that your organization manages its volunteers to minimize the risk of harm to the community members you are attempting to serve and to the volunteers themselves.

There are three types of volunteer liabilities that may affect your organization as follows:

- 1. Direct liability:** The organization or volunteer is liable for an action or failing to act. This would include:
 - Not properly screening volunteers who will work with children
 - Providing volunteers with unsafe tools while doing repair work
- 2. Indirect (vicarious) liability:** The non-profit is liable for the actions of a volunteer on the organization's behalf. This would include:
 - Volunteer damaging city property while working for an organization in a park
 - Medical bills accrued by a community member after an injury while

supervised by a volunteer at an organization-sponsored event

- 3. Strict Liability:** The need to determine negligence is not necessary because responsibility for inflicting harm is automatic

It is essential that your organization manages its volunteers to minimize the risk of harm to the community members you are attempting to serve and to the volunteers themselves.

Training Program

As a non-profit, it is essential that your organization develops a training program for its volunteers. The program will depend heavily on the position the volunteer holds, the experience he or she brings to the role, the needs of the community member(s) he or she is serving and the policies your organization has in place.

While in the training program, volunteers should be given a safety handbook outlining your organization's policies. Furthermore, they should sign a waiver after reading through the organization's policies and procedure

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Managing Volunteers in Your Organization

The training program should also include the following, at minimum:

- An official welcome to the organization and education on the history, mission statement and services provided. Outline the goals of the organization and the specific needs of the community members being serviced.
- Provide an overview of the skills and responsibilities required for the position. If special equipment is being used, a supervisor should teach the volunteer how to use it until the volunteer feels comfortable.
- Explain the organization's policies and procedures such as reimbursement policies and sexual harassment training.
- Conduct a safety briefing covering how the volunteer can protect him- or herself and community members from danger and injury while representing the organization.

Managing Volunteers

After volunteers complete the training program, it is essential that your staff members continue to monitor and manage them throughout their tenure at your organization. Ensure that your staff members feel comfortable delegating responsibilities to the volunteers and correcting them if they make mistakes. Furthermore, if a volunteer is acting inappropriately, advise the staff members to dismiss the volunteer before he or she inflicts harm onto another person or him- or herself.

Provide motivation to your volunteers to work hard for the community. Encourage them and praise them for giving it their all. In addition, provide them with a t-shirt, hat or poster as gratitude for their hard work.

Checklist for Supervising Volunteers

To ensure that your organization is fully prepared for managing volunteers, determine if your non-profit has the following in place:

A description of all volunteer positions describing the tasks and duties expected.

Maintain and distribute a volunteer safety handbook for use during training.

Establish a grievance policy in the event that volunteers are dissatisfied while working for the organization.

Ensure that all volunteers sign a waiver acknowledging the organization's policies.

Establish disciplinary standards for volunteers.

Train all staff members and supervisors who come in contact with volunteers on how to interact with them.

Our team of professionals is here to help. If you need assistance with establishing policies for volunteers, please contact Tooher Ferraris Insurance Group today.

PLAYING IT

SAFE

Be safe and healthy on the job at Non-Profit of America with these helpful tips provided by Toohar Ferraris Insurance Group.

Avoid Back Pain

Proper lifting techniques can prevent injuries

Lifting can be a very common activity in your role at Non-Profit of America. And while you may not see it as a safety hazard, lower back injuries are the most common work-related injury. Following these simple guidelines and learning to lift properly today will help you to avoid back pain tomorrow.

Proper Lifting Techniques

- Wear gloves if you are lifting rough equipment.
- Clear away any potential obstacles before beginning to carry an object.
- Get a good grip and good footing. Use your hands, not your fingers, to grip the load, and position your feet so that one foot is next to the load and one is behind it.
- Get under the load by bending your knees, not your back. This is the most important lifting technique to remember, as bending over at the waist to reach for the object puts strain on your back, shoulder and neck muscles, and can cause serious injury.
- Keep the load close to your body.
- Never twist your body when you are lifting. Turn your entire body by using your feet.
- Do not lift above the shoulders or below waist level.

Size up the Load

Before lifting an object, check its weight. Decide if you can handle it alone or if you need assistance. When in doubt, ask for help. Moving an object that is too heavy

or bulky can cause severe injury. As a general rule, most men should not lift more than 37 pounds, and most women should not lift more than 28 pounds. If a particular load is heavier than you can handle:

- Get someone to help.
- Break it down into smaller loads if possible.
- Use dollies or lifts as aids. These tools were made for heavy lifting.

Team Lifting

When others are helping you lift, teamwork is very important. If you're going to be carrying the load to another point, both of you should coordinate this prior to lifting the object. Check the route and clearance. One worker needs to be in a position to observe and direct the other. Lifting and lowering should be done in unison. Don't let the load drop suddenly without warning your partner.

Get Fit!

People who are in poor physical condition are at greater risk for back problems. A conditioning program that includes aerobics, weight training and stretching exercises will help you prepare your body for the rigors of lifting. If lifting is a regular part of your job, you may also want to consider wearing a back belt for added support.



Stay in the Zone!

When you are lifting an object, always keep it in the zone. This means keeping it between your shoulders and your knees. Lifting or carrying anything outside of this zone can cause serious back injuries.

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safety Nonprofit Toolbox Talks for Non-Profit of America matters

From your safety partners at Toohar Ferraris Insurance Group

Watch Your Step to Stay Safe on the Job

Whether you work in an office or not, wet weather can be a nuisance. It makes travel difficult and implies wet messes in the buildings and places you work. Moreover, the wet walking surfaces it creates both indoors and outdoors present a serious slipping hazard for you and your co-workers.

In fact, surfaces that are wet for any reason—weather-related or not—are a workplace hazard. Water can come from rain, cleaning and accident spills, wet winter conditions or activities that require the use of water. Slipping on a wet surface can result in bruises, strains and sprains, lacerations, fractures, head trauma and even fatality. And those incidents can stack up to lost wages or a lawsuit. Fortunately, there are several steps you can take to keep your team safe.

Preventing Hazards

Each work area is different, so the way you deal with wet surfaces may vary. However, following these general guidelines is a good start.

- Clean up spills immediately. If you work with kids, be extra vigilant of spills.
- Use caution signs to clearly identify when a surface is wet or likely to become wet and remove the signs as soon as the surface is dry.
- Barricade affected areas where possible.
- Check for equipment and electrical currents that may not be grounded and wires that are not insulated near wet

areas. Never use electrical equipment while standing on a wet surface.

- Place floor mats and umbrella stands at all entrances to reduce tracking in water from outside.
- Be sure to wear shoes with slip-resistant soles.
- Report any spills or wet areas that you notice to your supervisor.

Avoiding a Slip

If you are forced to walk through a wet surface, follow these tips to avoid slipping and falling.

- Slow down! Rushing is not worth a serious injury and lost wages.
- Take small steps to keep your balance centered.
- Walk with your feet pointed slightly outward to form a stable base.
- Make wide turns at corners.
- Use handrails if present.
- Concentrate on the surface you are walking on.
- Be prepared for slippery patches.
- Keep your hands out for balance.

Cooperate and Stay Alert

We care about your safety at Non-Profit of America. If you have any doubt about the safety of the place where you are working, whether it concerns a wet surface or another hazard, talk to your supervisor. It

Slipping happens fast and can cause severe injury. Review these tips to keep yourself out of harm's way when faced with wet weather or other slippery conditions.

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