

DELAWARE VALLEY GOLDEN RETRIEVER RESCUE

Volunteer Handbook

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Updated: October 30, 2015



DVGRR

DELAWARE VALLEY
GOLDEN RETRIEVER
RESCUE, INC.

EST. 1993

Update Notations:

DATE	SECTION	NOTES:
5/2/12	3.3	Social Media Policy Added
12/4/12	4.12.1	Added Volunteer Adoption Protocol
12/5/12	3.10.2	Deleted reference to general liability policy.
	1.6.1	Added this section re: dog bite liability
3/11/13	1.0	Added intro paragraphs
	1.1	Initial explanation that "Goldens" henceforth would refer to both Golden Retrievers and Golden Doodles in the manual
	1.4.1	Added paragraph re: volunteer discrimination
	1.10	Added paragraphs re: limited positions and reserving right to reject if applicant is unqualified.
	1.10.2	Added Certificate of Ability
	1.11	Added membership paragraph.
	1.12	Added training paragraph.
	2.1	Added paragraph reiterating the cost of training and need to train the right volunteers for the right positions.
	2.1.7	Changed "threat" to travel risk
	3.1.1	Added copy re: using cigarette butt container and refraining from putting butts on the ground.
	3.2.1	Added sentence re: closing all doors when entering/exiting a room.
	3.2.6	Change "staff" to member of the Mgmt. Team re: reporting aggression.
	3.3.3	Added references to "volunteer" as appropriate and other minor changes.
	3.3.4	Added Social Media addendum as found in the Employee Handbook.
	3.10.2	Changed "volunteers" to "members" in first sentence.
	4.1	Sentence 1: changed "supervisor: to "liaison"
	4.2	Removed reference to volunteer as caregiver.
	4.4	Added sentence re: verifying rumor validity.
	4.5	Reworded section.
	4.6	Deleted reference to ED for exit interview.
	4.7	Deleted Board Chair and Kennel Manger; added reference to Frank Fabian.
	4.8	Altered sentence for those not receiving email re: volunteer responsibility.
	4.9	Changed "supervisor" to Volunteer Coordinator or Team Leader.
	4.10	Added sentence re: removal from roster after 1 year of inactivity.
	4.11	Added sentence re: signing off and forwarding to AP.
	6.1.1	Added "calm" to description.
	6.2.1	Added sentence reinforcing prohibition re: providing veterinary and/or behavioral advice.
	6.2.2	Deleted two responsibilities.
	6.3.4	Added Lysol reference; changed slip lead procedure once the dog is crated; added Golden Doodle to bullet point 4 under arrival.
	6.3.5	Added bullet item re: Do not stare at or bend over dog.

	6.3.7	Removed reference to Golden Retriever Rescue of Mid-Florida; change to generic: relinquishing rescue. Other changes made to eliminate specifics re: picking up GRRMF dogs
	6.4	Added sentence re: email notification of dogs to be shown.
	6.4.1	Changed "volunteers" to "dog handlers."
	6.4.2	Added Junior Volunteer Section.
	6.4.4	Changed bullet point 2 language. Added bullet point.
	6.4.6	Changed Events Manager to Events Coordinator
	6.5	Added Special Note re: PII
	6.5.1	Added bullet point re: areas of the home to avoid (i.e. bedrooms, private areas).
	7.1.1	Added Junior Guardian Angel Award description.
	7.2	Changed nominating committee to Executive Director.
8/31/15	3.3.3	Added additional guidelines re: social media posting
	3.3	Added reference to video wherever photograph is mentioned
9/16/15		Several updates throughout (based on 09-2015 requested changes doc)
10/29/15		Changes throughout

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Introduction

As with many nonprofits, volunteers are vital to the operations and service delivery of DVGRR. Volunteers provide direct care, clerical assistance and other services that help us adopt our Golden Retrievers.

However, volunteer labor is not free. Recruiting, screening, training and supervising volunteers take a substantial amount of time, effort and financial resources.

We want to be sure our volunteers are adequately trained and supervised so that we can minimize risk and liability to the dogs you may handle, the public you may meet, the other volunteers you will interact with as well as the DVGRR staff.

NOTE: Note: use of “Golden,” “Goldens,” “Golden Retriever” or “Golden Retrievers” throughout this manual includes Golden Retrievers, Doodles, Labrador Retrievers, and any other Golden mixes that might be resident in the program.

1.1 Volunteering for DVGRR

Our family of volunteers and staff welcome you, and we are honored that you have chosen DVGRR with which to share your time and talents.

Once you've reviewed the opportunities available (as listed in Section 6 of this handbook, on the Volunteer Application and on our website) to help our Golden Retrievers and have completed a Volunteer Application, DVGRR's Volunteer Manager will contact you to discuss the program and additional paperwork that will need to be completed, such as our Confidentiality Agreement, Signature Agreement and a personal reference form.

1.2 DVGRR's Mission

Delaware Valley Golden Retriever Rescue provides new beginnings for displaced Golden Retrievers and Goldendoodles.

1.3 Golden Gateway

New beginnings start at Golden Gateway where Golden Retrievers receive physical and emotional evaluations, training fundamentals, socialization and exercise with staff and/or volunteers in a loving and stimulating environment.

1.4 Equal Opportunity Policy

Delaware Valley Golden Retriever Rescue maintains a strong policy of equal volunteer opportunity. We recruit, accept, train, promote and dismiss volunteers on the basis of personal competence and position performance, without regard to race, color, national origin, religion, age, disability, sex (including pregnancy), sexual orientation, veteran's

status, marital status, genetic information or any other factor protected by federal, state or local law.

1.4.1 Discrimination

Volunteers found to be engaging in any type of discrimination will no longer be permitted to volunteer for DVGRR. If a volunteer has questions or concerns about any type of discrimination, she or he is encouraged to bring these issues to the attention of the Volunteer Manager and/or the Executive Director. If the discrimination involved the Executive Director, the issue should be directed to the Board Chair of DVGRR.

1.5 Anti-Harassment Policy

DVGRR is committed to an environment and climate in which relationships are characterized by dignity, respect, courtesy, fair and equitable treatment. All forms of harassment are unacceptable and will not be tolerated. If any volunteer feels that she or he is being or has been the subject of harassment at DVGRR, they should immediately report the incident to the Volunteer Manager and/or the Executive Director.

1.6 Our Policy on Euthanasia

As a volunteer of DVGRR, you should be aware of and understand DVGRR's policies regarding euthanasia. This is a topic that can understandably generate much emotion and unfortunately has the potential to lead to significant discord within any organization involved in animal welfare.

In order to enhance working relationships and promote a positive volunteer experience, it is our goal to ensure that all prospective volunteers understand our position on this topic prior to becoming involved with us.

Within the shelter and rescue community, there is much controversy surrounding the term "no kill" and this term is often used incorrectly. As Marie Belew Wheatley, CEO of American Humane, notes, "Although 'no-kill' certainly sounds like a good thing, it is merely a simple, two-word slogan that does not even begin to explain a very complex reality." At DVGRR, we believe that reality includes the fact that not every animal can or should be placed into a new home, if doing so would seriously jeopardize the animal and/or the humans in the home.

We will NEVER euthanize an adoptable Golden due to lack of space, i.e., if our kennel might be filled to capacity. We have a foster home network to rely upon should this situation arise.

However, while our goal is to help as many Golden retrievers as we can, there are times when we have a dog in our program that we do not feel we can place due to safety issues. As much as it may be hard to imagine aggressive behavior in a Golden, the fact is that in some cases, it can and does exist. We are deeply committed to placing dogs *responsibly* into new homes. We will therefore humanely euthanize any Golden that has clearly demonstrated signs of aggression (which may include severe inter-species aggression, resource guarding and/or biting).

Additionally, there are some dogs that come to us when their owners cannot deal with a serious health issue or do not tell us about it, and we discover that the dog is terminally ill. In such cases, we will continue to provide for this Golden (either at our kennel facility or in a hospice home) until he/she no longer has an acceptable quality of life. At that point, we will humanely euthanize the dog.

We do not take ANY of these situations lightly and often consult with behaviorists and/or veterinarians before making the final decision to euthanize, whether for aggressive behavior or health. A staff member always stays with the dog during the euthanasia, no matter how emotionally painful or difficult that may be. Our staff grieves for the dogs, but takes comfort in knowing how many healthy, behaviorally sound dogs we have placed and will continue to place into new homes.

As a prospective volunteer, please think carefully about how these policies will affect you in your work with DVGRR. If your personal philosophy regarding euthanasia differs significantly from ours, we believe it may be best for your emotional health not to pursue a volunteer relationship with us.

If you do join DVGRR as a volunteer, and at any time feel a need to discuss concerns about euthanasia, please bring them to our attention via the Executive Director or Kennel Manager. We know this can be an emotionally difficult topic and we therefore encourage open dialogue, while at the same time striving for as much joint knowledge, understanding and awareness as possible.

1.6.1 A Word on Dog Bite Liability by Katherine Katchen, Esq.

Since becoming involved with DVGRR in 2006, I've volunteered in just about every capacity. I've cleaned kennels, scooped poop, written grants, served on the Board of Directors, and co-chaired the Golden Gala.

Thankfully, one thing DVGRR has rarely needed from me is help with legal troubles. I attribute this to DVGRR being what most attorneys would consider a "perfect client." It is a responsible, conservative organization that thinks before acting and identifies issues and problems before they escalate.

For all of these reasons, I was troubled – personally, to be sure, but also professionally – to learn that DVGRR was taking some grief for its recent decision to euthanize a resident dog after an unprovoked attack on a staff member.

Setting aside the emotional ramifications of the decision on DVGRR's staff and volunteers, there are some legal realities with respect to dogs with a known bite history that must serve as the backdrop for these difficult decisions.

First, Pennsylvania, like many other states, imposes significant liability on owners and keepers of dogs, both criminally and civilly.

In the criminal context, Pennsylvania's so-called "Dangerous Dog Law" provides that an owner or keeper will be guilty of the summary offense of harboring a dangerous dog – without regard to his or her motive, intent, reasonableness or good faith – if the court finds beyond a reasonable doubt that (1) the dog has inflicted severe injury on a human being without provocation....or attacked a human being without provocation and (2) the

dog has a history of and/or a propensity to attacking human beings and/or domestic animals, dogs or cats without provocation. 3 P.S. § 459-502-A.

Because Pennsylvania does not have a so-called “one free bite” rule, a dog’s “propensity to attack may be proven by a single incident of the infliction of severe injury or attack on a human being....even if it is only the first attack.” *Comm v. Hake*, 738 A.2d 36 (Pa. Cmwlth. 1999). Owners or keepers of a dangerous dog that attacks and/or causes severe injury or death due to the owner or keeper’s intentional, reckless or negligent conduct will be guilty of first or second degree misdemeanors. 3 P.S. § 459-505-A (b)-(c).

Second, while DVGRR’s extensive disclosure process and strong adoption contract go a long way in protecting DVGRR from liability for injury caused by a dog it places for adoption, contracts and liability releases are not necessarily foolproof. The agreement is between DVGRR and the adopter and, as such, may not waive or limit the rights of a person who is not a party to the agreement, i.e., a dog bite victim other than the adopter. Moreover, while not common, contract provisions that are found to violate some public policy (e.g., the Dog Law) may not be enforceable under Pennsylvania law.

Third, and perhaps most importantly, the costs of defending even an ultimately successful lawsuit can be disastrous. The “costs” of defending a lawsuit go far beyond hard dollars. The toll on employees’ time, energy and morale can be difficult to rectify after long, stressful litigation proceedings.

It is against these legal realities that DVGRR must sometimes make the difficult decision that it cannot safely and responsibly adopt a dog that it knows to have a history of or propensity to attack.

1.7 Volunteer / Staff Relations

Volunteers are critical to our success. Achieving our mission is easier when volunteers and paid staff work as partners, each with complementary roles to play. Designated staff can be expected to provide orientation, training, supervision and feedback.

1.8 Employment Opportunities

DVGRR volunteers are eligible to apply for any open paid staff positions when they are available. Please contact the Staff Support Manager to discuss the application process.

1.9 Application

Applications for volunteer positions are available online (<http://www.dvgrr.org/volunteer/volunteer-application>) or via mail.

1.10 Initial Assessment and Screening

Prior to being assigned to a position, all volunteers will be interviewed to determine their interest and suitability for various positions. The interview offers DVGRR a chance to learn more about prospective volunteers, and it affords the volunteer the opportunity to more fully understand our organization and mission. Volunteers will have the opportunity to ask questions about the position and expectations.

There are a limited number of volunteer positions needed in each area at DVGRR; therefore, not all applicants are offered a volunteer position in the area indicated as preferred on the application. There may also be times that DVGRR cannot accept new volunteers if all available opportunities have adequate coverage.

Additionally, DVGRR reserves the right to reject a volunteer application if the applicant is not qualified for the position or if the position represents a risk to the potential volunteer's health and/or safety.

1.10.1 Background Checks

Background and reference checks may be required for volunteer positions within DVGRR and you will be asked to sign the Background Check Authorization form. (See Appendix for a copy of the form.)

1.10.2 Certificate of Ability

Any potential volunteer who indicates that they are under the care of a physician for any physical or psychological ailment which might impede their ability to work may be asked to present a certificate from the physician as to their ability to satisfactorily and safely perform their volunteer duties. Any volunteer who, after accepting an assignment with the organization, enters a course of treatment which might adversely impact upon the performance of their volunteer duties should consult with the Volunteer Manager. All such conferences are confidential.

1.11 Training

All volunteers will receive basic training for their volunteer position within 30 days of application approval. Training will ensure that each volunteer has the knowledge and skills needed to be successful.

Expectations

2.1 What We Expect of You

We ask you to remember that it takes time of staff and other volunteers to train a new volunteer. If you not able to keep your commitment to a certain volunteer position, please let the Volunteer Manager (or staff member to whom you report) know immediately.

If you are being trained for a certain volunteer position, and you feel that it is not for you, let the Volunteer Manager (or staff member to whom you report) know immediately. We want you to enjoy volunteering and will help you find a volunteer position that suits your skills and interests and that you enjoy.

As with hiring paid staff, DVGRR invests time and financial resources for volunteer training, and as a nonprofit organization, it is imperative that we invest training the right volunteers for the right positions. It is very costly to train a volunteer only to find out shortly afterward that the interest isn't there. Again, if you feel a volunteer position is not suited to you, please speak up early.

2.1.1 General Responsibilities

In all situations, we ask our volunteers to:

- Take total responsibility for communicating your thoughts and ideas.
- Help the team stay focused on the team objective.
- Participate to the best of your ability.
- Stay open minded to new ideas.
- Not only let others contribute, but encourage them to contribute.
- Share your ideas.
- Attend ALL meetings (on time).
- Consciously try to stay positive.
- Do your best to simplify our complex problems.
- Fully support all Team decisions.

2.1.2 Respect

Regarding respect, we ask you to:

- Respect others even though you may not agree with them.
- Display courtesy, sensitivity, consideration and compassion for people and animals.
- Use good judgment in recognizing the scope of authority of staff members.

2.1.3 Safety

Regarding safety, we ask you to:

- Keep safety at the forefront of all volunteer activities.
- Follow the rules presented to you in training.

- Follow our procedures regarding the care of dogs.
- Respect and use equipment and supplies as they are intended.
- Report all injuries immediately to a staff person or senior volunteer.

2.1.4 Quality

Regarding quality, we ask you to:

- Perform all tasks to the best of your ability, as instructed or as outlined by the established Policies and Procedures.
- Ask for help when needed.
- Recognize that training is essential to maintain safe and efficient shelter practices.

2.1.5 Self-Discipline

Regarding self-discipline, we ask you to:

- Recognize your limitations and those of others.
- Set boundaries for yourself – know your limits with the Golden Retrievers and other activities.
- Hold yourself accountable for the commitments you undertake.
- Diligently complete relevant paperwork.

2.1.6 Communication

Regarding communication, we ask you to:

- Recognize that you communicate both verbally and non-verbally.
- Listen to the needs of others.
- Advise Golden Gateway personnel of relevant information regarding the Golden Retrievers and your involvement at Golden Gateway.

2.1.7 Commitment

Regarding commitment, we ask you to:

- Recognize that true commitment comes from within.
- Respect that people and animals count on you to honor your commitments.
- Work together with staff and other volunteers to meet DVGR's goals.
- Understand that when you commit to volunteering for a particular position for DVGR, it is essential to meet that obligation regardless of weather conditions (except ice and snow when conditions represent a travel risk to personal safety).

2.1.8 Ambassadorship

Regarding ambassadorship, we ask you to:

- Value your role in the maintenance and growth of the organization.
- Strive to promote a positive environment.
- Respect and support all people and Golden Retrievers.
- Act as an ambassador and represent the organization professionally.
- Become familiar with and support our mission.

2.2 Your Expectations – What You Can Expect from DVGRR:

- A safe, clean and positive environment.
- Attentive staff who will answer your questions and address your concerns.
- Appreciation from our staff for the hard work you do. We value our volunteers. Without them, we would not be able to fulfill our mission.
- Meaningful assignments.
- Fair treatment.
- Full participation and involvement.

Policies

3.1 General Safety

Although we do our best to provide safe conditions for our volunteers, we count on volunteers to be the best protectors of their own personal safety. Volunteers should always be aware of where they are and what they are doing. Volunteers should pay particular attention to safety instructions and proper use of equipment. Volunteers should speak up if they have a safety concern and report any injuries to the person in charge immediately.

To ensure the safety of all dogs and people at Golden Gateway, the following policies will be strictly enforced:

3.1.1 Smoking

Smoking is prohibited throughout Golden Gateway property. DVGRR is a non-smoking campus.

3.1.2 Cell Phone Use

Volunteers are not permitted to use cell phones (unless for an emergency) while working with our dogs. Volunteers will receive one warning for an infraction. If a second infraction occurs, volunteer services will be terminated. Eyes must be kept on the dogs at all times.

FULL ATTENTION MUST BE GIVEN TO THE DOGS AT ALL TIMES WHEN WORKING WITH THE DOGS!

3.1.3 Tetanus

As noted on the Volunteer Application and Agreement, all individuals working/volunteering at Golden Gateway are strongly encouraged to have a current tetanus vaccination.

3.1.4 Other Illness/Impairment

Additionally, anyone who is immuno-suppressed due to current medicine or illness, or has any physical impairment which may make exposure to dogs an increased risk factor to their health, is strongly encouraged to discuss the matter with his/her physician prior to volunteering for a position which requires dog contact. In these cases, we will require a physician's release.

3.1.5 Dress Code

Volunteers should wear long pants (in case of scratches from a jumping dog) and rubber-soled, closed toe, closed heel shoes. Anyone wearing open-toed or inappropriate shoes will not be permitted to work.

3.2 Canine Safety

3.2.1 Barriers

There should always be two or more barriers (doors) between any dog and the outside. Always be sure to close doors whenever you enter or exit a room. All gates must have a U-bolt at the latch to prevent dogs from opening them. U-bolts must be in place at all times.

3.2.2 Access

For security and safety of the dogs, only a limited number of individuals will have the passcode to the building. Please ring the bell at the front door when arriving at Golden Gateway.

3.2.3 Pets

Volunteers are not permitted to bring their own pet(s) to Golden Gateway in order to protect their pets from illness and/or injury.

3.2.4 Other Visitors

Volunteers cannot bring friends or children along on their shifts to “help out” unless that person is a registered volunteer. Children under 18 cannot be accepted as volunteers (see Section 5.3).

3.2.5 Food

The only area of Golden Gateway where human food is permitted is the volunteer portion of the kitchen and in Spencer’s Skool during scheduled events. Absolutely no human food or liquids may be in the kennel rooms.

3.2.6 Aggression

Dog aggression includes, but is not limited to, the following behaviors directed at any person at any time (even if only one episode occurred): biting or attempting to bite, snapping, growling, and/or snarling.

Please report any signs of aggression immediately to the Kennel Manager or member of the Management Team who will take the proper course of action.

3.3 Communication

The work performed by volunteers can be stressful, urgent and frequently difficult. Since most of the communication is conducted via email or telephone, every effort should be made to impart a friendly and cooperative tone. Both telephone and email responses should be handled in a timely manner.

3.3.1 Team Work

As in every family, there are sometimes some family squabbles or tense moments. It is natural. When you find yourself feeling miffed, discouraged, or treated rudely, please do the following:

- Remember your Team Rules.
- Ask yourself, “How does this help the dogs?” Usually, it doesn’t.
- Communicate – speak up – or suffer silently.
- Consult with the staff member to whom you report who may be able to mediate a dispute or help with the situation, and/or consult with the Volunteer Manager.
- Don’t gossip, spread rumors or make suppositions. It is counterproductive and has nothing to do with our mission of helping the dogs.

3.3.2 Conflict Resolution

If a volunteer becomes dissatisfied with an action taken by another team member, he or she is urged to communicate directly with the other volunteer to try to resolve any conflict.

If the conflict cannot be resolved, the staff member to whom you report or the Volunteer Manager should be notified, and he or she will interview both parties in an attempt to mediate.

Know that in time, you’ll develop some great friends, learn a LOT about dogs, and become part of the DVGRR family as we help Golden Retrievers on their way to new and loving homes (probably just like yours!).

3.3.3 Facebook, Twitter, YouTube and Other Social Media Forums

The Internet provides a number of benefits in which DVGRR staff may wish to participate. From rediscovering old school friends on Facebook or Friends Reunited, professional sites such as LinkedIn or helping to maintain open access online encyclopedias such as Wikipedia.

These media have become an integral part of everyday life for millions of people around the world. However, when someone clearly identifies their association with DVGRR, whether employee or volunteer, and/or discusses their work, they are expected to behave appropriately when on the Internet, and in ways that are consistent with the DVGRR’s values and policies.

This policy sets out the principles which DVGRR staff/volunteers are expected to follow when using the Internet and gives interpretations for current forms of interactivity. The Internet is a fast moving technology, and it is impossible to cover all circumstances. However, the principles set out in this document should always be followed.

- When someone online engages you with a question about the organization, direct any questions to the Executive Director, Volunteer Manager, or proper staff member.
- Posting material about DVGRR’s internal operations is prohibited.
- Do not tag DVGRR employees on pages for dogs needing help. Instead, send the information to: intake@dvgr.org if the dog is ***within our geographic footprint***.

- Any communication between employees or volunteers that would be considered inappropriate in the workplace (i.e., sexual harassment, intimidation) is also prohibited between employees or volunteers online.
- Volunteers may not use unauthorized use of company logos and images. Volunteers found doing such activities are subject to disciplinary action up to and including termination/dismissal.
- Any questions about DVGRR from the media you receive on your personal social networks should be directed to the Executive Director or Volunteer Manager.
- Do not mention any injuries or health issues of any volunteers or staff on your social network. This would be considered a violation of federal privacy law.
- Only adopters may post pictures of the DVGRR dogs they have adopted. By posting photos/videos of DVGRR dogs, we may be infringing on the privacy of the relinquishing party and/or the adopter, and in doing so, creating a potential liability for DVGRR and/or additional administrative work for staff – time better spent providing direct care to our dogs. We want to prevent the angst of a new adopter being contacted by a relinquishing owner.
- DVGRR does not give permission for anyone other than a DVGRR staff member to take a photo of a program dog. In some instances, we may give permission to a volunteer to photograph a dog. If so, never post photos/videos of dogs during transport, even after the transport is complete. If you take photos/videos (either to depict a happy dog or one to document a dog's condition), remit these images to the Volunteer Manager who will determine if and how they may be used to advance our mission.
- Do not post comments that may be disrespectful or otherwise damaging to those relinquishing dogs, no matter where those dogs come from – it may damage relationships with relinquishing owners/breeders that we have worked tirelessly to build.
- Avoid *publically* commenting about another volunteer adopting a dog, even to simply offer congratulations. While our adoption guidelines and processes are completely fair in matching the right dog with the right home, these posts may be construed as DVGRR giving adoption preference to volunteers. You may know this is untrue, but the general public and others waiting to adopt may not, and it is very difficult to convince a family that we are not giving preference to volunteers.
- When in doubt about posting a comment/image/video, ask the Volunteer Manager if such a post may be a detriment to our mission and work.
- Do not directly solicit donations for DVGRR through your personal social networking sites without permission or acknowledgment of the organization. Conversely, do not donate to any site purporting to raise funds on behalf of DVGRR. Do NOT donate to any DVGRR fund solicitation without verifying it

with the DVGRR Executive Director. It is always best to donate through DVGRR's website portal.

- If any social networking use mentions a specific employee or volunteer, make sure you have that person's permission to write about where they were and what they were doing.

3.3.4 Social Media Policy Addendum 2/13/13:

As technology rapidly advances, use of technology at work and at home will have a significant effect on your profession. Whether inside or outside of DVGRR, your use of email, text messaging, instant messaging, blogging, and social networking can affect you and your job. This advisory focuses on social networking platforms and includes important information to consider in order to use these resources safely.

Social networks are web-based services that focus on building online communities of people who share interests and activities, or who are interested in exploring the interests and activities of others.

Social networking sites allow you to share your personal information, interests, educational and professional information, photos, videos, and other information. These sites allow you to connect with colleagues, former classmates and friends by becoming "friends" or "contacts" through social networks.

Your profile represents YOU. Profiles you create on social networking sites display information you post about yourself, and messages people post for you, on your page. If you create a social networking profile, make sure all of the material posted on your page is information you would be comfortable sharing with almost anyone.

Friends: Your "friends" in the social networking world are individuals and organizations who you connect to your profile. You control your list of "friends." Friend is often used as a verb in this context.

Tagging: When social networking users post photographs, videos, and other content onto their profiles, they can "tag" other individuals on their list of friends, to identify them or reference them in some way.

Be aware of who tags you in photos and other content. Social networking users have the option to remove "tags" of themselves if they choose to do so.

Think before you post

Each time you post a photograph, video, or other information on a social networking site, make sure you would feel comfortable if the following people were to see it: your mother; your employer or the editor of the New York Times.

Even though the First Amendment protects your speech as a private citizen on matters of public concern, such speech may fall outside of First Amendment protection if it "impedes your employer's effectiveness or efficiency, or otherwise disrupts the workplace."

Avoid posting anything on your profile page about your colleagues, employer, manager, as well as using inappropriate or profane messages or graphics, or anything that would reflect negatively on your workplace. Be aware that social networking applications, quizzes, games, and other related features also can result in content appearing on your profile page. Make sure that anything posted on your page is appropriate.

Keep in mind that information posted to your profile page is often searchable. When interviewing for a job, would you want your potential employers to know: Your relationship status? Your political views? Your religion? Your sexual orientation? Whether you have children? Is there something on your profile that is inconsistent with what is on your resume?

Picture perfect

Be sure not to post any photographs/videos of yourself or others that could be considered unprofessional or inappropriate, or link to any material that could be considered unprofessional or profane. If a friend tags you in a photo or other content that could be considered unprofessional or profane, remove that tag and ask your friend to remove the content.

Know your friends

When accepting "friend requests" or adding individuals to your friend list, keep in mind that these individuals will have access to most information you post. Be sure not to accept a friend request from anyone you do not know. Do not accept friend requests from your students or their parents, if you are a teacher. If a student or parent of a student messages you through a social networking site, do not respond.

Broadcasting matters (online) beyond their original context takes away our ability to judge situations appropriately.

It is very easy to “cut and paste” a photo, video, or statement and share it via email or another Facebook page.

DVGRR “Friends”

DVGRR encourages staff and volunteers to keep their DVGRR “friendships” professional and limited to LinkedIn and their Facebook page for other “social” friends. This will allow you to keep a professional relationship with DVGRR staff and volunteers, while maintaining some level of privacy for your personal Facebook page.

Regardless of the position you hold at DVGRR, you are an employee or volunteer of a very visible, highly regarded nonprofit organization. You may have access to donor information, relinquishing owner information and adopter information.

We want, at ALL times, our supporters to be confident that their information is being safeguarded responsibly. We also want them to know that, at all times, we are professionals.

3.4 Confidentiality

Volunteers may come into possession of certain information of a confidential nature. This confidential information includes proprietary information regarding the operation of the facility that is not generally known or disclosed to the public. It also includes information regarding the former owner, the dog, and/or financial information.

Volunteers should assume that except for information published by DVGRR (such as in *Golden Opportunities*, on our website, Facebook page or on our voicemail system), information learned during the course of your activities with DVGRR is confidential. As a general rule, share information only with Board members and those staff members and volunteers who have a work-related need to know. Do not discuss confidential information with any persons outside DVGRR.

Failure to protect confidential information is a serious offense. A volunteer who violates this policy is subject to disciplinary action, up to and including termination of volunteer status.

3.4.1 Adoption Confidentiality

DVGRR does not give to the adopting family the name, address, phone number, or other contact information of the family relinquishing the dog, nor does it give to the relinquishing family the name, address, phone number, or other contact information of the adopting family. In addition, DVGRR does not release the breeder's name or the dog's pedigree to the adopting family.

3.4.2 Volunteer Confidentiality Agreement

Certain volunteer positions require knowledge of normally confidential material, such as but not limited to, relinquishing owners, financial and/or donor information, and dog information. Those volunteers who need to have knowledge of this information will be required to sign a Confidentiality Agreement.

3.5 Media Conduct

Do not represent yourself as a spokesperson or representative for DVGRR under any circumstances without prior approval from the Executive Director.

3.6 Alcohol / Drugs

When participating in DVGRR events or volunteering at Golden Gateway, volunteers are prohibited from purchasing, transferring, using or possessing illicit drugs, alcohol, or prescription drugs in any way that is illegal. Implementing this policy provides a drug- and alcohol-free work place to ensure a safe and healthy environment for all volunteers and employees.

If caught or suspected of breaking this policy, disciplinary actions up to and including termination will result.

3.7 Conflict of Interest

It is the policy of DVGRR to avoid potential and actual conflicts of interest in all of our efforts. DVGRR has a Board-approved conflict of interest policy which will be made available to all volunteers upon request.

Certain volunteers with significant, independent decision-making authority may be asked to complete and sign a conflict of interest statement at their initial orientation and annually thereafter.

3.8 Partisanship

While working on behalf of DVGRR, volunteers must never present partisan information (supporting or endorsing political parties or candidates) in accordance with DVGRR's 501(c)(3) status.

3.9 Proselytizing

DVGRR's staff and volunteers hold a variety of political, social, religious and personal beliefs. Volunteers must be respectful of the views and opinions held by others with whom they come in contact while volunteering with the organization. Volunteers must also refrain from advocating or proselytizing for specific political, social and/or religious beliefs in these situations.

3.10 Fundraising

Volunteers may not register DVGRR for fundraising, events, or similar opportunities. Such opportunities must be funneled through the Volunteer Manager.

3.11 Legal Liability

When a volunteer acts as a representative of DVGRR, acting on DVGRR's behalf and with its authority and within the scope of the volunteer's duties, the agency may be held vicariously liable for the actions of the volunteer. However, liability is based upon the personal acts of a person, so the volunteer may also be liable for his or her actions.

3.11.1 Waiver

All volunteers are required to sign a waiver and release of liability before serving DVGRR. By signing the waiver, volunteers agree to assume the risk of any accident or injury to person or property which may be sustained in connection with the volunteer's participation with DVGRR. Additionally, volunteers agree to release and discharge DVGRR and any of its directors, officers, employees, partners, affiliates and successors from any and all liability or responsibility for any such accident or injury.

3.11.2 Insurance Coverage

DVGRR will provide commercial general liability insurance for members and staff while they serve as agents of DVGRR. Volunteers must be working/volunteering under the supervision and control of DVGRR to be covered and must be adhering to established policies and procedures.

When DVGRR assigns a volunteer to drive a vehicle that DVGRR owns, leases, or rents in the name of the agency, the volunteer is covered by DVGRR's business auto liability insurance. When volunteers drive their own vehicles or some other vehicle not owned, leased or rented in the name of the agency, DVGRR's auto liability and physical damage insurance does not apply. A volunteer's personal automobile insurance policy is primary in the event of an accident occurring while a volunteer is conducting business on behalf of DVGRR.

Volunteers are encouraged to discuss their personal insurance program with their insurance agent to determine what coverages are available for claims arising from their volunteer activities.

Volunteer Procedures

4.1 Supervision

Every volunteer will have a clearly identified liaison who will be responsible for support and direction. The supervisor will be responsible for management and guidance of the volunteer and will be available for consultation and assistance.

Our “chain of command” has not been established to intimidate or dismiss any situation as trivial. It exists to ensure that we are able to work efficiently and effectively together.

When volunteering at Golden Gateway, volunteers are under the Kennel Manager, PHL Director, Adoption Manager, Intake Manager, Facility Operations Manager, and/or Volunteer Manager.

4.2 Record Keeping

Dog walking volunteers record their hours on the sign-in sheet; PHL volunteers record hours via the online calendar. Meet & Greet volunteers use the sign-in sheet. Other volunteers’ hours are tracked by the staff person to whom they report or the Volunteer Manager. Board members report board activity to the Volunteer Manager.

4.3 Complaint Procedure

As with paid staff, DVGRR understands that there may be occasional complaints, and we have developed the following procedure to be followed whenever a volunteer submits a formal complaint (in writing, in person or by phone):

- Share the complaint with the Volunteer Manager by phone or in person.
- It is the responsibility of the Volunteer Manager to meet with the complainant for purposes of information gathering.
- After meeting with the complainant, the Volunteer Manager shall put the complaint in writing and share it with appropriate staff.
- The Volunteer Manager will then take steps to investigate and if possible, address the complaint.
- The Volunteer Manager will respond back to complainant (by writing, by phone or in person) within four weeks of receiving the complaint.
- Having responded back to the complainant, the Volunteer Manager will produce a written summary of follow-up actions that took place following the complaint. Copies of the summary will be shared with the Executive Director; any staff involved with or affected by the complaint, and will be placed in the complainant’s file.

***If the volunteer lodging the complaint is not satisfied with the actions taken, he/she may lodge the complaint with the Executive Director for further review and possible action.*

4.4 Grapevine

Golden Gateway grapevine is destructive. Rumors only serve to undo the efforts we all put forth. Everyone here has the same passion for the dogs that come to us, and we are all working toward the same goal. Rumors and gossip will not be tolerated and volunteers will be dismissed. Please ask a member of the Management Team or the Volunteer Manager to verify the validity of any rumor.

4.5 Volunteer Discharge

Either DVGRR or the volunteer may initiate the conclusion of a volunteer's services. Situations may arise that make it necessary to require that an individual no longer provide volunteer services. DVGRR may release an individual at any time, without prior notice, for any reason, including but not limited to:

- Restructuring of positions or elimination of the volunteer position in which the individual serves;
- Discrimination against or harassment of anyone associated with DVGRR in violation of DVGRR's policies;
- Violation of the abuse conduct policies including threatening, intimidation or coercion;
- Possession of drugs, narcotics, intoxicants or weapons while service as a volunteer at a DVGRR event;
- Theft, pilfering, fraud or other forms of dishonesty;
- Gross negligence;
- Malicious gossip or derogatory attacks concerning anyone associated with DVGRR;
- Other forms of immoral, unethical or grossly improper conduct;
- A volunteer's inability or failure to perform the tasks requested or the refusal to comply with DVGRR policies.

4.6 Volunteer Resignation

In the event a volunteer can no longer fulfill the responsibilities of his/her position, DVGRR requests that:

- A reasonable notice be given.
- DVGRR property must be returned within 24 hours of resignation date.

The Volunteer Manager schedules an exit interview with the resigning/discharged volunteer.

DVGRR requests that the resigning individual work professionally (with the best interests of our dogs in mind) with his/her replacement to ensure a smooth transition.

4.7 Whistleblower Policy

Employers may not discharge, threaten, or otherwise discriminate against employees or volunteers because they or someone acting on their behalf report or are about to report to the employer or a public body a violation or a suspected violation of a law, rule, ordinance, or regulation or a contract unless they know the report is false; or

A volunteer is requested by a public body to participate in an investigation, hearing, or inquiry held by a public body or a court action.

This whistleblower policy is intended to provide a mechanism for reporting illegal activity or the misuse of DVGRR assets while protecting the employee or volunteer who makes such reports from retaliation.

This conduct might include outright theft (equipment, cash, and medicine), fraudulent expense reports, misstatement of any accounts to any manager, volunteers, employee, DVGRR's auditors.

If you are aware of any violation, please speak with the Executive Director, Volunteer Manager, Staff Support Manager, or Kennel Manager regarding the incident. If the incident involved the Executive Director, the Board chair should be contacted.

4.8 Volunteer Communication

The majority of DVGRR's communication with volunteers takes place via email "blasts." In these emails, we recruit volunteer help for special projects, Meet and Greet, other events, etc. Upon completing all of your volunteer paperwork, you will automatically be signed up for DVGRR's volunteer email blasts.

With the high number of volunteers participating with DVGRR, it is impossible for us to make phone calls to each one to discuss recruitment and opportunities. If you do not have access to email, please let the Volunteer Manager know when completing your volunteer paperwork. It will be YOUR responsibility to contact the Volunteer Manager or staff person to whom you report to advise when/if you will volunteer.

4.9 Absenteeism

Volunteers should do their best to be present and on time for each shift or activity to which they are assigned. If you know that you will be late or absent, please contact the Volunteer Manager or staff person to whom you report at least 24 hours before you are expected or as soon as possible, so alternate plans can be made.

4.10 Evaluation

Periodic surveys will be conducted to:

- Review performance.
- Suggest changes in work style.
- Gather suggestions from the volunteer on ways the volunteer's relationship with DVGRR can be enhanced.
- Gain insights for program improvement.
- Convey appreciation.
- Determine if the volunteer is still interested in serving in his/her capacity.

If a volunteer is not active for a period of one (1) year, she/he will be removed from the volunteer roster.

4.11 Expense Reimbursement

Only those expenses that have received prior approval by the Volunteer Manager or staff person to whom you report will be reimbursed. Receipts must be submitted to the Volunteer Manager or staff person to whom you report for sign-off and submission to Accounts Payable for reimbursement.

Other expenses may be deductible for tax purposes. Please discuss deductibility rules and regulations with a tax attorney/tax preparer.

4.12 Adoptions of Dogs by Volunteers

DVGRR recognizes the realities of volunteerism within this organization, including the fact that individuals or families often become exceedingly attached to the dogs with which they interact. Volunteer applications are processed following the same guidelines as the general public.

The following factors are taken into consideration when a DVGRR volunteer asks to adopt a specific dog:

- An approved application must be on file prior to the time the dog entered the program.
- The application describes a general type of dog and not a specific dog.
- The volunteer will be considered equally (chronological order of application, needs of the dog) with other approved applicants when a dog that fits his or her parameters enters the program.

Dogs classified by the Kennel Manager as "Special Needs" dogs or considered very difficult to adopt may, under extraordinary circumstances, be exempted from these requirements.

4.12.1 Volunteer Adoption Protocol

Over the past years, we have not always followed our adoption guidelines. As we have ***attempted*** to accommodate potential adopters, we've spent valuable time (which equals money) and resources debating our policies.

The Golden Retriever Club of America sponsors a National Rescue Committee. Within that group, there is a "President's List" where we can question policies/procedures or ask for group input on various subjects.

We've learned over the years that among the 80-plus groups that participate, almost all of us have the same adoption applicant policies. When we stick to these policies, things go smoothly. Every time we make exceptions or bend to pressure, we encounter problems.

As a result, our policies are non-negotiable. This extends to our staff AND volunteers. In the past, some volunteers have requested that we "bend the rules" for their family, friends and acquaintances or asked for DVGRR staff to influence an adoption decision.

We will not do that. Asking for an exception places both the volunteer and DVGRR staff in an awkward position, and we will not entertain those requests. If someone does not qualify, we will not accept an application nor will we adopt to them.

The policies are straightforward and are in place for good reason. These requirements will be applied across the board and without exception, regardless of a potential adopter's relationship to the organization.

Volunteer Management

5.1 Volunteer Manager

The Volunteer Manager is a DVGRR staff position. The Volunteer Manager's duties include:

- Performing the initial contact with the volunteer applicant to discuss the organization.
- Helping the applicant by suggesting that he/she assist a different team if the Volunteer Manager or applicant feels that the team applied for is not suitable.
- Advising the applicant of the expectations, duties, and responsibilities of a DVGRR volunteer.
- Assisting with training if necessary.
- Forwarding a copy of the application to the appropriate staff member after the initial interview.

5.1.1 Training

The Volunteer Manager takes the following steps to ensure effective and comprehensive training of volunteers:

- Conducting initial welcome calls or emails to interview volunteers regarding their time commitments, talents, and areas of interest.
- Calling prospective volunteers to invite them to a training session.
- Sending the Volunteer Handbook to read and sign before attending the training session.
- Electronically filing the signed release forms at Golden Gateway.
- Determining the appropriate time interval for training sessions to be held.

5.1.2 Building Team Enrichment

Building team enrichment requires:

- Maintaining close communication with the various staff members to better understand their needs and identify the volunteers who may best fulfill those needs.
- Designing a volunteer interview format to get the specific information based in the feedback received from staff members regarding their needs.

5.2 Staff Positions

The staff members who oversee volunteer teams include:

- Kennel Manager: Dog walkers
- PHL Director: PHL and Sanctuary volunteers
- Intake Manager: Transport team
- Adoption Manager: Home visit team

- Volunteer Manager: Events team

In overseeing these volunteer teams, those staff members are responsible to:

- Provide guidance, training and assistance to new (and experienced) volunteer team members.
- Field complaints and concerns from volunteer team members.
- Maintain contact with the Volunteer Manager regarding accomplishments or issues within the team.

5.3 Youth Volunteers

We regret that we cannot accept volunteers under the age of 18 years to work at Golden Gateway with our Golden residents due to liability.

However, DVGRR offers rewarding volunteer opportunities for youth volunteers including:

- Fundraising opportunities: We have many fundraisers that run throughout the year that youth volunteers can participate in by helping to sell various fundraising products or by helping DVGRR spread the word about our fundraising opportunities.
- Community Events Support: DVGRR participates in various community-type events such as pet fairs and walks throughout our geographic foot print. Volunteers and youth volunteers are essential components for making these events successful. (Please see the description for Community Events volunteers in the job descriptions in Section 6.2 of this manual, online or on the Volunteer Application).

Volunteer Job Descriptions

Description of various teams and volunteer duties:

6.1 Project Home Life (PHL)

Project Home Life (PHL) is an innovative program for shy or fearful dogs, mainly those that have been used for breeding in puppy mills. PHL may also include dogs that have lived outdoors the majority of their lives, dogs that show a general lack of social skills with people and occasionally puppies that have been relinquished by breeders. Shifts for PHL are every day from 9:00 a.m.-12:00 p.m. and 5:30-7:30 p.m.

6.1.1 Volunteer Requirements for PHL

- Must have a positive, calm and patient attitude.
- Have an understanding that rehabilitation with PHL dogs is gradual and will take time.
- Follow the guidelines set forth by the PHL Director.
- Recognize stress in dogs and can gauge any situation's stress level.
- Will be required to schedule shifts online via a web-based calendar. Website URL will be given to volunteer once the volunteer is screened and accepted as a PHL volunteer.

6.1.2 Training for PHL Volunteers

Training for the PHL volunteer will take place at The Lynne Glennon Sanctuary for Senior Goldens and Puppy Mill Survivors. The PHL Director will set up a shift in which to go over policies and procedures, proper handling and care of PHL dogs.

If at any time the new PHL volunteer does not feel that this position is for them, we ask that you immediately tell the PHL Director or the Volunteer Manager.

Volunteering with PHL is not for everyone. Our PHL dogs are very sensitive, and we want to minimize their stress as much as possible.

6.1.3 PHL Supervision

Volunteers report to the PHL Director. If the PHL Director is unavailable, report to the Volunteer Manager.

6.2 Community Events Team

DVGRR receives numerous requests to attend public functions such as canine education events, dog shows, obedience trials, dog walk-a-thons, and regional canine events. The volunteers who represent DVGRR at these events provide DVGRR educational materials regarding Goldens and responsible dog ownership as well as information regarding our rescue program.

We need volunteers who live throughout our geographic footprint, and they may only be called upon once a year (or perhaps not at all in a given year) contingent upon the events in which we're asked to participate. Community Events volunteers are not

required to have a DVGRR Golden. Volunteers and their well-behaved Golden Retrievers can still represent DVGRR at these events.

After training is provided, team members attend pet-related functions and represent DVGRR to the public.

As a member of this team, you are usually our ONLY face-to-face contact with the public, and we require that you not only dress “professionally” (DVGRR volunteer shirt) but that you provide only information supplied by DVGRR and do not provide the public with veterinary or behavioral advice. Doing so represents potential liability for DVGRR, and is therefore prohibited.

Golden Retrievers that are well-behaved around people and other dogs are permitted to represent DVGRR. Canine volunteers must always be on a 6-foot or shorter leash (no Flexi leads) and have proof of vaccinations/titers with them at all times. Handlers are responsible for closely monitoring their dog’s behavior and interaction with the public and other canines.

Volunteers may not distribute materials other than those supplied by DVGRR. Following this procedure will avoid liability issues and violation of DVGRR’s 501(c)(3) status.

Community Events volunteers may not recommend breeders but should direct inquiries to the Golden Retriever Club of America’s website (www.grca.org).

Donations are gratefully accepted at most events via display of a DVGRR donation box.

For some major events, retail items will be sold. Someone from DVGRR who is authorized to sell retail items will represent DVGRR at events where goods are sold.

6.2.1 Training for the Community Events Volunteer

Community Events training is hands-on training. New Community Events volunteers will be placed with an experienced Community Events volunteer for their first event. Any questions or concerns the new volunteer may have should be addressed with the experienced volunteer or with the Volunteer Manager, prior to or after the event.

6.2.2 Community Events Supervision

Volunteers report to the Events Manager. If the Events Manager is unavailable, report to the Volunteer Manager.

6.3 Transportation Team

The Intake Manager informs the team of the requirements to perform transport of dogs for DVGRR. Coordinates with various volunteers if a “relay” type of transport is being planned, coordinates shelter dog transports with Golden Gateway.

The Transportation Team assists in physically moving the Golden Retrievers into the DVGRR system. They carefully attend to the dog’s needs while the dog is being transported from the relinquishing home or shelter to the DVGRR veterinarian or Golden Gateway. Transportation Team members are notified as far in advance as possible regarding the scheduled pick up of a dog and delivery to Golden Gateway.

6.3.1 Important Transportation Responsibilities

Although transporting a dog to Golden Gateway appears to be an easy assignment, there are many things that can go wrong that may cause you injury and directly affect the future of the dog you are transporting.

Dogs being transported do not know you. Often, they have had a tumultuous path to our door. They will watch you for any “threatening” body language. SO:

- Never stare at the dog.
- Never “bend over” the dog. Always get down to his level, and talk in a high, happy voice. DO NOT issue any commands, but encourage the dog to come to you.
- Never grab the tail or grab the collar.
- Never yell or make sudden movements that could be perceived as a threat to the dog.

Should the dog slip its leash or get away from you at any time during the transport, do not try to chase, yell or corner the dog, or act in any way that would be perceived as threatening. Crouch down in a non-threatening manner and call the dog to you in a happy voice.

Have treats in your pocket that you can use to lure the dog to you if necessary. If the dog does not come to you, stand up and run/walk in the opposite direction that the dog is going, again calling him to you in a happy, non-threatening voice. When the dog approaches you, stay calm and low key; do not grab him harshly or scold him in any way.

DON'T TAKE ANY SHORTCUTS. IT COULD MEAN LIFE OR DEATH TO THE DOG (Not to mention injury to yourself!)

IF YOU ARE BITTEN OR MOUTHED BY THE DOG, THE DOG MUST GO INTO SPECIAL CARE UNIT FOR 10 DAYS. THE INCIDENT IS RECORDED IN OUR PERMANENT FILE, AND THE INCIDENT MAY ALSO BE REPORTED TO THE PA. DEPARTMENT OF HEALTH.

IF, AFTER WEEKS OF EVALUATION, THE DOG IS DETERMINED TO BE PLACEABLE, DVGRR IS REQUIRED TO NOTIFY THE ADOPTER OF THE INCIDENT. THIS MAY ADVERSLY AFFECT A DOG'S ADOPTION PROSPECTS, OR IT MAY MEAN THAT THE DOG CANNOT BE ADOPTED AND WILL HAVE TO BE EUTHANIZED.

Aggression and/or Canine Dominant Behavior

There are many forms of aggression. Most individuals are not qualified to determine the type with which they are dealing. Dominance aggression is perhaps the most dangerous, but all types can lead to injury to people or the dog. Additionally, a dog can be dominant, but not aggressive. Only a trained expert can make this determination.

6.3.2 Shelter Dogs

Our Intake Manager extensively questions the shelter staff member to determine that the dog has not shown any signs of aggression. Just because the shelter may report “no aggression” does NOT mean the dog will not react in an aggressive or dominant manner under a precipitating circumstance.

Most dogs relinquished to DVGRR have only been in the shelter for a short period, so there is typically little information regarding assessment. Some shelters do not have either the time or staff to perform these assessments. At Golden Gateway, it generally takes two or more weeks to complete a full assessment of the dog’s personality and behavior, and this is under close evaluation by trained staff and our Kennel Manager.

6.3.3 Relinquishing Owners

Additionally, relinquishing owners often do not provide accurate information to DVGRR because they usually just want the dog “out of the house.”

6.3.4 Transportation Preparation and Procedure

- Be sure you have your DVGRR Transport ID card. Many shelters or individuals will not relinquish a dog without rescue ID.
- DVGRR will provide you with a slip lead. Please use this even if the dog has a collar and a leash. Often, a collar is put on quickly, and a frightened dog may back out of a collar. If there is any question about the dog being a “flight risk,” use two slip leashes for extra security.
- Be sure you have paper towels, plastic bags and an approved disinfectant (such as Lysol spray). Accidents happen.
- Put a crate in your car for transport. If you do not have a crate for transport, there must be a way to separate the front driver/passenger area from the dog’s area, so there is no way the dog can reach you during the transport.
- If two dogs are to be transported, they both **must** be in crates for the transport.
- Remove the slip lead once the dog is in the crate; however, do not take the dog out of the crate until after the crate is placed in a secure area (fenced-in area or inside building).
- Other family members, friends, and/or children may NOT accompany a Transport volunteer.
- Leave YOUR pets at home. Your dog may love other dogs, but don’t think that it will like the dog being transported (especially if the dog is unneutered). We often get females that are in heat, and this will cause even a neutered dog to become agitated. Almost ALL shelters have to deal with kennel cough, and if your dog contracts this because it accompanied the transport, DVGRR will not pay for any treatments for your dog. Kennel Cough is expensive to treat (up to \$100.00 per incident). Optional: It may be best to wear a clean set of clothes that you put on immediately before you leave the house. This way, your own pet’s smell will not be on your clothes.

When you arrive at the shelter or the relinquishing home:

- Show your DVGRR ID and advise the shelter or home that you are there to pick up the dog for DVGRR.
- Be sure to carry your slip lead into the shelter or house.
- Engage the relinquishing owner or shelter staff in a **short** conversation about the dog. Ask if the dog has tried to bite anyone or “guards” food or toys. IF SO, DO NOT accept the dog. Contact the Intake Manager immediately.
- Do not qualify anything about DVGRR’s processes. Simply state that you are a Transport volunteer and that ALL questions must be directed to DVGRR’s Intake Manager.
- If asked, inform the relinquisher that DVGRR handles closed adoptions and does not share either the name/contact information of the relinquisher or the adopter.
- IF THE DOG DOES NOT LOOK LIKE A GOLDEN RETRIEVER OR GOLDOODLE, DO NOT ACCEPT THE DOG; INSTEAD CALL INTAKE MANAGER IMMEDIATELY.

The Transport:

- Give the dog the opportunity to relieve himself and encourage the dog to enter your vehicle.
- Do NOT take the dog home to show your family. Drive directly to Golden Gateway or the final destination you were given upon dispatch. The staff has been notified of your anticipated arrival time, and they will be waiting to evaluate the dog, examine it for any parasites, and start to get the dog processed and acclimated before naptime or bedtime.
- The DVGRR dog may not spend a night in the Transport volunteer’s home.

If the dog tries to bite, if it bares teeth or acts threatening toward you in any way – STOP. Turn around, return the dog to the shelter and have a shelter staff member remove the dog from your vehicle. If the dog is from a relinquishing home, inform them that it is the policy of DVGRR not to accept aggressive dogs into the program.

DVGRR will support the volunteer in this decision and will contact the shelter or home for additional information gathering.

When you arrive at Golden Gateway:

- Leave the dog in your car. Go to the door, ring the bell, and a staff member will meet you and get the dog out of your car.
- If you assist in handling the dog, NEVER let the dog interact with any Golden Gateway dogs – remember – the dog you transported may be carrying communicable disease(s).
- If you are transporting more than one dog, even though you’ve been advised that the dogs are familiar with each other, do NOT allow the two dogs to interact. They are in a strange situation.

When leaving Golden Gateway:

There is hand sanitizer located to the right of the front door. Please use it after you are done handling dogs.

- Do NOT interact or touch any of the dogs inside Golden Gateway OR outside playing.
- Spray the crates and back of your car with an approved disinfectant. Spray bottles are available to you through Golden Gateway staff.
- Any trash can be placed in the dumpster located near the road.
- It's a good idea to change into a clean set of clothes. Launder your dirty clothes when you get home, so you avoid exposure to your pets.
- Put any blankets or towels you may have used in a garbage bag and put directly in the wash, using hot water, when you return home.

******Please do not share information about any of the dogs that you have transported to DVGRR with friends, families or potential adopters. It is imperative that we have a chance to assess each dog to determine medical status and adoptability.***

6.3.5 Transportation Checklist / Recap

Do you have:

- DVGRR Transport ID card?
- Crate or barrier between back and front seats?
- Plastic trash bag, paper towels, and approved disinfectant?
- Slip lead(s) and biscuits/cookies?
- Phone number to call in case of problems or questions?

LET'S RECAP:

DO NOT TAKE CHILDREN, FAMILY MEMBERS, FRIENDS, OR YOUR FAMILY PET ON A TRANSPORT!

EVALUATION:

- Take your ID card and slip lead.
- Engage in short conversation about the dog. If you have any concerns about accepting this dog, call the Intake Manager or Kennel Manager.
- Do not stare at or bend over the dog.

REMEMBER:

- Always use a high, happy voice.
- Never take temperament for granted.
- Use extreme caution when handling dog.

AT GOLDEN GATEWAY:

- Leave the dog in your car; go to front door and ring the bell. A staff member will meet you and get the dog from your car.
- YOU and the dog should NOT come in contact with ANY dogs at Golden Gateway.
- Spray the crates and back of your car with an approved disinfectant. (Spray bottles are available to use from Golden Gateway staff.)
- Put any trash in dumpster.
- It's a good idea to change into a clean set of clothes. Put your clothing and blankets you've used in a garbage bag and put directly in the wash, using hot water, when you return home. Avoid allowing YOUR dog to come in contact with these items.

6.3.6 Interstate Transportation Regulations

What Rescues Need To Know

(Reprinted From the National Rescue Committee Website)

At some time, almost every rescue transports dogs across state lines. In keeping with the rules of the Animal Welfare Act, there are necessary procedures to follow. Because our dogs are not personal property and are, actually, owned by a business, we are technically transporting "in commerce." In addition, the state in which rescue is incorporated may also require the same steps for transporting intrastate. The State Department of Agriculture can provide local regulations.

Each dog in transit must be accompanied by a health certificate issued and signed by a licensed veterinarian, stating that the animal is "free of infectious disease or physical abnormality which would endanger the animal or animals or other animals or endanger public health." This certificate must be dated no more than 10 days prior to transport. Most veterinarians have APHIS Form 7001; while this form is easiest to use, it is not mandatory. The certificate must include the following information:

- The name, address and animal care facility license number, should the state require a license.
- The name and address of the individual, or rescue organization, receiving the dog. If going to another rescue, in a state that requires licensure, their license number must be included.

A description of the dog that shall include:

- Species and breed.
- Sex.
- Date of birth, if known.
- Color and any distinctive markings.
- The name and address of the person, pound or shelter from which the dog was purchased or acquired.
- A statement that the shelter, pound or rescue, has held the dog for the mandatory five days prior to release, to allow the owner/owners to claim the dog.

A copy of this form must be a permanent part of the dog's file. Failure to comply could result in the loss of licensure. A copy of the Animal Welfare Act can be obtained from <http://www.nal.usda.gov/awic/legistat/awa.htm>.

6.3.7 Long-Distance Transport

In most cases DVGRR will enlist a professional animal transport service to bring dogs a long distance to Golden Gateway. However, if that is not possible and upon determination that DVGRR is ready for a new group of Goldens, contact will be made with the relinquishing group and arrangements for a suitable date for pick up will be made.

DVGRR will contact the Intake Manager and notify them of the date for which a Transport team and arrangements are required.

- DVGRR typically picks up and pays for the vans Friday afternoon and returns them Sunday afternoon.
- Make sure the fuel tanks are topped off.
- Provide:
 - Five crates for each van.
 - Several cardboards to use as separators.
 - A roll of paper towel for each van.
 - Two water dishes for each van.
 - Two leads for each van.
 - Some regular drying towels for each van.
 - A gallon jug of water for each van.
 - Some doggie treats for each van.
 - A plastic bag (i.e., Redners or K-mart) for each van.
 - Walkie talkies with fresh batteries.
 - A bottle of Quatricide spray and a can of disinfectant spray for each van.
 - A bottle of hand sanitizer for each van.
 - One small first aid kit to share if needed:
 - Hydrogen Peroxide
 - Human band-aids
 - Neosporin
 - Gauze pads
 - Vet wrap

Arrange for staff personnel to be present at Golden Gateway upon the arrival of the team with the Goldens to receive them into the program.

6.3.8 Transport Volunteer Training

In most circumstances, the new Transport volunteer does not live in close proximity to DVGRR. The Intake Manager will conduct phone training and will email or mail all paperwork, ID's etc. to the new Transport volunteer. The new volunteer is expected

to address any questions or concerns during the phone training and or prior to their first transport.

6.3.9 Transportation Supervision

Volunteers report to the Intake Manager. If the Intake Manager is unavailable, report to the Volunteer Manager or Kennel Manager.

6.4 Meet & Greet Events

The Meet and Greet event is scheduled for the second Saturday of every month from 10:00 a.m. to 12:00 p.m. Email blasts will be sent to M&G volunteers with details about the dogs available to be shown to the public. Volunteers are asked to arrive by 9:00 a.m. or earlier to help with setup and to attend the briefing meeting. Volunteers may be asked to help with:

- Preparing all necessary materials for visitors, greeter table and information table materials etc.
- Being volunteer support for such roles as Dog Monitor, Dog Handlers, Greeters, and all other roles for the day.
- Preparing the Golden Gateway facility for the event, and tear down after the event.

6.4.1 Dog Handlers

- Some prior dog handling experience is required.
- Any questions should be directed to DVGRR staff.
- Handlers provide feedback to the Adoption Team, dog monitors, and “floaters” regarding people interested in the dog. If a good match seems to be developing, the handler contacts the Adoption Team to further enhance the process.
- Train and mentor new Meet & Greet dog handlers.

6.4.2 Junior Volunteers

Junior volunteers may participate in Meet & Greets with adult supervision with tasks limited to providing water for the dogs, taking cold drinks to the dog handlers, and acting as a “runner” when needed.

6.4.3 Adoption Team

Adoption Manager and Adoption Team are responsible for finalizing adoptions for the dogs. Adoption Team ensures that all aspects of the adoption process are followed through completion (dog matched with adopter).

6.4.4 Important Meet & Greet Responsibilities

The Top Things to Remember at Meet and Greet:

- Do NOT let the dog you are handling come into contact with other DVGRR dogs even if your dog is “dog friendly.”
- Once you are handed “your” dog, socialization with other volunteers MUST stop.

- Professionally and in a friendly manner “guide” the general public in the proper way to greet a dog.
- Do NOT bend over a dog, hug a dog, and do not let a dog get “in your face.”
- Do NOT make promises to potential adopters about the dog you are handling. There could be other adopters better suited for that dog.
- Do NOT share information with potential adopters regarding other dogs in DVGRR’s program that are not currently available for adoption.
- Do NOT offer veterinary and/or behavioral advice about the dog. Refer potential adopters to those wearing blue aprons (i.e. Management Team) for that type of information about the dog.

6.4.5 Meet & Greet Training

Twice annually a Meet and Greet training is scheduled at or near DVGRR. Senior Meet and Greet volunteers and new Meet and Greet volunteers are expected to attend one of these trainings per year to keep updated on or learn dog handling skills, new Meet and Greet procedures and to brainstorm for future Meet and Greets. An email will be sent in advance to all Meet and Greet volunteers with the training dates, locations and RSVP date.

6.5 Home Visit Volunteer Team

The Adoption Manager is responsible for assigning home visits to Home Visit Team volunteers and ensuring the visits are completed in a timely manner. The Adoption Manager also instructs Home Visit volunteers to ensure quality interviews.

Home visits are performed for each application that meets eligibility requirements and initial applicant guidelines.

Members of the Home Visit Team visit the applicant’s home to ensure that the family has a realistic expectation of the size, activity, counter-surfing, jumping, and hairball power of a Golden. Our team members report back that frequently, the home visit has helped applicants realize that a Golden isn’t for them. Home Visit volunteers are trained, either through written materials and telephone coaching, or during an onsite training session at Golden Gateway. Once trained, the Home Visit volunteer will be sent applications by the Adoption Manager. The volunteer is expected to contact the applicant within 48 hours to schedule a home visit interview and will attempt to schedule the interview within one week.

SPECIAL NOTE: WE ARE BOUND BY GOVERNMENTAL GUIDELINES REGARDING PROTECTION OF PERSONALLY IDENTIFIABLE INFORMATION (PII). YOU MAY NOT USE THE APPLICANTS’ NAME/ADDRESS/TELEPHONE NUMBER FOR ANY PURPOSE OTHER THAN THE HOME VISIT. Continued contact with the applicant may be considered harassment or unwanted communication.

6.5.1 Home Visit Procedure

- Brings his/her DVGRR-adopted dog to the interview with the applicant (**ONLY if there is not already a dog in the home to be visited**).

- When home visits are performed, do not ask to see the entire home. Stay away from bedroom areas or other private areas of the home. Concentrate on the living area for the dog and the yard area.
- Will discuss a number of issues with the applicant during the interview and will also visually inspect the home and yard area, making notes regarding the strengths and weaknesses of the home.
- Is encouraged to interact with the applicant in a friendly, professional manner while being mindful of his/her mission to serve DVGRR's displaced dogs; therefore, the volunteer must conduct the interview so as to determine whether the applicant's home is appropriate for a displaced dog from the DVGRR program.
- Is not permitted to offer veterinary or obedience training advice to the applicant but may provide DVGRR resources regarding such issues.

Once a home visit is performed, the volunteer completes and emails the Home Visit Form to the Adoption Manager who reviews the application and home visit form and makes the determination to either approve or decline the application. The Adoption Manager may consult with the Adoption Team if necessary, in order to determine what action should be taken regarding an application. When the decision has been made, the appropriate letter is mailed to the applicant.

- We ask that you do NOT give an answer regarding approval to the applicant during the home visit, even if you feel strongly they will be denied or approved. If questioned by the applicant, please inform them that you do not make the final decision and a member of the Adoption Team will contact them with an approval or denial answer.
- We ask that you take into consideration that even the most personable of applicants may not provide appropriate adoptive homes, and that the reverse is true as well – a person that you may not personally care for may be a wonderful dog owner.

6.5.2 Home Visit Training

In most cases Home Visit volunteers are not located close to DVGRR. Therefore, the Adoption Manager will conduct phone training. Paperwork, including a guide for home visits will be emailed or mailed to the volunteer prior to the phone training. The new Home Visit volunteer is expected to review the forms prior and ask any questions or address any concerns they have during the training.

6.5.3 Home Visit Supervision

Volunteers report to the Adoption. If the Adoption Manager is unavailable, report to Volunteer Manager.

6.6 Special / Ad Hoc Volunteer Positions

On occasion, we have a need for special volunteer positions such as Onsite Caregivers, Gala Team, Golden Gateway Facility Team, BLT help, retail help in Pap's Place and clerical help in the office.

If the need arises for additional help, we will assign a volunteer based on volunteer experience and their background/skill set. At that time, a description of volunteer duties for these types of positions will be provided.

Recognitions

7.1 Guardian Angel Award

This annual award recognizes a volunteer who has shown outstanding commitment to the program.

Each year, a volunteer (in some years, more than one volunteer) is selected by the Board of Directors to receive the Guardian Angel Award, which is presented at the Annual Rescue Reunion.

The Volunteer Manager and Senior Management at Golden Gateway identifies nominees and provides the list of nominees to the Board of Directors. The Board votes upon the recipient of this annual award. Typically, standing members of the Board are not recognized for this award. Volunteers may suggest other volunteers for nomination and should give their suggestions to the Volunteer Manager.

7.1.1 Junior Guardian Angel Award

The Junior Guardian Angel Award is presented to a person age 18 or under who has shown exemplary service to our breed or DVGRR dogs. This decision takes into account activities such as fundraising, community awareness etc.

7.2 Golden Spirit Award

The Golden Spirit Award speaks of those who aim for the very highest standards within our rescue effort; it is to recognize individuals who demonstrate the pinnacle of commitment to the mission. This award is presented at our Golden Gala.

These individuals serve as role models for others and make a lifetime of difference to the dogs around them.

The Senior Management at Golden Gateway and Board of Directors identifies nominees then provides the list of nominees to the Executive Director. Anyone is encouraged to submit a recommendation to the Executive Director for consideration. The DVGRR Management Team votes on the recipient of this award, which may or may not be annual. No standing member of the Board will be recognized for this award.

Conclusion

8.1 Welcome Aboard

In conclusion, we want to thank you again for choosing DVGRR as a part of your volunteer career. If at any time you have constructive ideas, please share with the Volunteer Manager or staff member to whom you report. ***We love new ideas!***

Be sure to check out the volunteer email blasts for upcoming volunteer opportunities.

Finally if you have any questions or concerns at any time, please be sure to let the Volunteer Manager or staff member to whom you report know. We strive to make sure our volunteers have a positive experience and we look forward to having you on board!

Appendix

9.1 Signature Acknowledgment Form

Please refer to the Signature Acknowledgment Form on the following page.

SIGNATURE ACKNOWLEDGMENT FORM

*AFTER YOU HAVE READ THIS MANUAL,
RETURN THIS ACKNOWLEDGMENT RECEIPT TO:*

DVGRR
Attention: Volunteer Manager
60 Vera Cruz Road
Reinholds, PA 17569

I CERTIFY THAT I/WE HAVE READ THE FOLLOWING SECTIONS OF THIS MANUAL AND UNDERSTAND THE RULES, SAFETY PROCEDURES AND REQUIREMENTS RELATED TO THE VOLUNTEER WORK I/WE WILL BE DOING FOR DVGRR, WHETHER AT GOLDEN GATEWAY OR OFF SITE.

SECTIONS I READ: _____

Name(s) (please print) _____

Date _____

Signature _____

Signature _____

If additional training is needed for your volunteer position, it will be scheduled after receipt of this form.

PLEASE READ THE REQUIRED SECTIONS OF THIS MANUAL BEFORE SIGNING THE RECEIPT. Your safety and the safety of the Golden entrusted to our care depend upon following established procedures.

**ALL VOLUNTEER PROSPECTS:
YOU WILL NOT BE REGISTERED AS A VOLUNTEER
UNTIL THIS FORM IS RECEIVED.**

9.2 Confidentiality Agreement

Please refer to the Confidentiality Agreement on the following page.



DVGRR

DELAWARE VALLEY
GOLDEN RETRIEVER
RESCUE, INC.

EST. 1993

***Dedicated to New Beginnings
for Displaced Golden Retrievers***

610-678-4981 • 60 Vera Cruz Road
Reinholds, PA 17569
dvgr@epix.net • www.dvgr.org

Golden Gateway

*New beginnings start at our
Half-way Home where Goldens
receive physical and emotional
evaluation, training fundamentals,
socialization and exercise with
volunteers in a loving and
stimulating environment.*

Community Involvement

*Better Serving our Goldens
through Volunteer, Donation and
Membership Commitments*

Grooming Your Golden

*Video Awards from the Dog Writer's
Association of America, The Latham
Foundation, Golden Retriever Club
of America and the Delaware Valley
Graphic Arts Association*

DVGRR Co-Founder

*Recipient, Vern Bower Humanitarian
Award, Golden Retriever Club of America*

Golden Opportunities Newsletter

*Recipient of Maxwell Awards,
Dog Writer's Association of America*

A non-profit 501 (c)(3) charitable organization.

Confidentiality Agreement

As a volunteer for Delaware Valley Golden Retriever Rescue, Inc., I will have access to and may learn certain information of a proprietary or confidential nature.

Such information may include, but is not limited to, personal, private and confidential address lists for donors, adoption applicants, organization members and volunteers, confidential donation information, confidential adoption lists, fundraising techniques, financial data, promotion and marketing activity and plans, web site access and/or database access and other information relating to the Delaware Valley Golden Retriever Rescue, Inc.'s operation which is not generally known and/or disclosed to the public.

I agree to share such information only with Board members and designated committee volunteers of Delaware Valley Golden Retriever Rescue Inc., who have a need to know. When sharing information with committee volunteers, I agree to alert them that the information is confidential and may not be shared with anyone else. I agree not to share such information with any other persons, inside or outside the organization, without prior written consent of Delaware Valley Golden Retriever Rescue, Inc., or its Campaign Chair or Vice Chair or Executive Committee or by two members of the Board of DVGRR.

Date: _____

Signed: _____

Volunteer Name (print) _____

Witness: _____

9.3 Background Check Authorization

Please refer to the Background Check Authorization form on the following page.

Confidential

Background Check Authorization

Print Name: _____

Former Name(s) and Dates Used: _____

Current Address Since: _____

(Mo/Yr) (Street) (City) (St/Zip)

Previous Address: _____

(Mo/Yr) (Street) (City) (St/Zip)

Previous Address: _____

(Mo/Yr) (Street) (City) (St/Zip)

Social Security Number: _____

Telephone Number: _____

Driver's License Number/State: _____

The information contained in this application is correct to the best of my knowledge.

I hereby authorize Delaware Valley Golden Retriever Rescue, Inc. and its designated agents and representatives to conduct a comprehensive review of my background causing a consumer report and/or an investigative consumer report to be generated for employment and/or volunteer purposes. I understand that the scope of the consumer report/investigative consumer report may include, but is not limited to the following areas: verification of social security number; credit reports, current and previous residences; employment history, education background, character references; drug testing, civil and criminal history records from any criminal justice agency in any or all federal, state, county jurisdictions; driving records, birth records, and any other public records. I understand that Delaware Valley Golden Retriever Rescue, Inc. may conduct a comprehensive review of an employee's and/or volunteer's background at any time during the employment and/or volunteer relationship.

I further authorize any individual, company, firm, corporation, or public agency to divulge any and all information, verbal or written, pertaining to me, to Delaware Valley Golden Retriever Rescue, Inc. or its agents. I further authorize the complete release of any records or data pertaining to me which the individual, company, firm, corporation, or public agency may have, to include information or data received from other sources. Delaware Valley Golden Retriever Rescue, Inc and its designated agents and representatives shall maintain all information received from this authorization in a confidential manner in order to protect all personal information, including but not limited to, addresses, social security numbers, and date of birth.

Signature: _____ Date: _____

9.4 Property Map

Please refer to the property maps on the following pages.



