

# Managing Sworn Law Enforcement Volunteer Programs: Universal Concepts and Unique Techniques

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## *Abstract*

*This study examines the management practices and processes used by Florida's three largest state law enforcement sworn volunteer programs. The agencies reviewed during this study are the Florida Highway Patrol, the Division of Law Enforcement of the Florida Game and Freshwater Fish Commission, and the Department of Environmental Protection's Division of Law Enforcement, more commonly known as the Florida Marine Patrol and the Florida Park Patrol. Specifically, this study compares the volunteer management practices of these programs, whose volunteers are sworn law enforcement officers, to the traditional and well recognized volunteer program management practices. Further, this comparison identifies the different or special techniques, requirements, or processes utilized to manage law enforcement volunteers.*

## Introduction

Volunteerism among the American people has enjoyed a long and distinguished history. As time goes forward we continue to see volunteers becoming involved in more and more areas of our lives and vocations. In surveys conducted by the Gallup Organization in 1987 and 1988, almost half of the adult, non-institutional population of the United States donated time to some organization (McCurley & Lynch, 1989; Brudney, 1990). Not only do people volunteer with the traditional non-profit agencies people normally think of, they also provide a great amount of volunteer service to the public sector. Included within this public sector environment is the field of law enforcement.

## Research Problem

As volunteering in the United States has increased we have also seen the production of information concerning volunteers and the management of the volunteer programs. The point of this study and the focus of this research is to examine the management practices and processes used by Florida's three largest uniform state law enforcement agencies in the management of their sworn volunteer programs. The agencies reviewed during this study are the Florida Highway Patrol, the Division of Law Enforcement of the Florida Game and Freshwater Fish Commission, and the Department of Environmental Protection's Division of Law Enforcement, more commonly known as the Florida Marine Patrol and the Florida Park Patrol. More specifically, this study will compare the volunteer management practices of these agencies, whose volunteers are sworn law enforcement officers, to the traditional and well recognized volunteer program management practices. This comparison will attempt to identify the different or special techniques, requirements, or processes utilized to manage the law enforcement volunteer.

Strategies utilized during this research to determine if the traditional requirements apply to these type volunteer programs was the review of applicable literature and the collection of information concerning the management of the volunteer programs from the three subject agencies.

## Background

A review of the relevant literature concerning the management of volunteers reveals several common issues which practitioners and researchers of volunteer management strategies feel are important to the effective management of volunteer programs. One of the issues which is deemed critical to the successful operation of a volunteer program is the positive support of the agency chief and the key managers of the organization. This type of support includes, but is certainly not limited to, the adoption of a policy which supports the program or the development of a statement of philosophy which makes known the administrator's point of view concerning the program (Ellis, 1996; McCurley & Lynch, 1989). The attitude of management will have effects, positive or negative, on the general organizational climate of the agency. The organizational climate should promote feelings of acceptance and appreciation of the volunteers (McCurley & Lynch, 1989).

Another element in the process is the establishment of a "Director of Volunteers". The director of volunteers is the person who has been delegated the task of operating the volunteer program and is ultimately responsible for its administration. This position, the manner in which it is staffed, and the place it holds within the organization sends a powerful message to the employees and volunteers alike concerning the value placed on the program (Brudney, 1990; McCurley & Lynch, 1989; Ellis, 1996).

Administrative functions utilized in the management of the volunteer programs very closely parallel those associated with the typical methods used with full-time salaried employees. These functions include: policies and procedures; recruitment; screening and interviewing; orientation and training; supervision and motivation; recognition; and, evaluation.

Policies and procedures necessary to govern the utilization of volunteers should include language to address the following areas:

1. Attendance and absenteeism;
2. Performance review procedures;
3. Benefits;
4. Grievance procedures;
5. Reimbursement policies;
6. Use of agency equipment and facilities;
7. Confidentiality requirements;
8. Probationary acceptance period;
9. Suspension and termination; and,
10. Record keeping requirements.

"The policies will allow the volunteer manager to develop a consistent pattern of volunteer utilization, and will provide assistance in dealing with problem situations" (McCurley & Lynch, 1989, p. 22). Policies and procedures also provide to volunteers and staff a better understanding of what is expected of them or what to expect from them.

Recruitment in its simplest form could be stated as the search for and the enlistment of people to join a volunteer organization. However, too often the recruitment process begins without proper preparation. Effective recruitment would have specific jobs targeted or designed for the volunteer and have associated job descriptions to better inform the potential candidate. Done properly, the recruitment process would seek to match qualified and competent individuals to jobs or positions which are important to both the volunteer and the organization (Wilson, 1988; Brudney, 1990; McCurley & Lynch, 1989; Ellis, 1996).

There are many ways for organizations to recruit volunteers. Recruiting may be accomplished through advertisements placed in the written and electronic media and through presentations to target audiences, just to name a couple. However, the most effective and common form of recruiting is by "word of mouth". In a study conducted by Wandersman and Alderman (1993), eighty percent of the respondents listed the recommendations of present and former volunteers as the most common form of recruitment.

While effective recruitment may result in the acknowledgment of interest in the volunteer program, it can also be double-edged. It may well provide a source of capable and qualified volunteers; however, it may also attract those who are potentially unsuitable for the particular program. Since the customer is the number one priority of public service agencies, the careful match of volunteers to the task at hand cannot be overstated. Neither the organization nor the public it serves can be expected to benefit from incorrectly placed volunteers (Brudney, 1990). Screening or interviewing the potential candidates is recognized as essential to obtaining this cohesive match between volunteer and agency. A well thought-out and structured interview will not only guide the agency in its placement or rejection of the volunteer, but it will also provide the volunteer with the information essential for making an informed decision about pursuing a particular opportunity (Wilson, 1988; McCurley & Lynch, 1989; Brudney, 1990; Ellis, 1996). While in the literature the terms screening and interviewing are used almost synonymously, there are certainly other techniques which may be considered part of the screening process. These usually are conducted to comply with certain requirements or to address risk management issues and may include such things as personality traits, required credentials, individual's history, or a health screening, to name a few (Ellis, 1996).

While ineffective screening may place volunteers into positions for which they do not possess desirable qualities, the placement of volunteers into areas without providing effective orientation and training can prove to be just as detrimental. A person who has chosen a particular organization with which to volunteer may possess a basic knowledge about the organization; however, it would be impossible for the person to have the necessary information in the beginning to perform effectively within the group. Orientation training will provide the volunteer with the basic information to start the new experience. The orientation training may vary from organization to organization and from volunteer to volunteer, but should include information about the organization and its goals, rules and procedures, the volunteer program, introductions to key staff, and exposure to the work environment (Wilson, 1988; McCurley & Lynch, 1989; Brudney, 1990; Ellis, 1996). Orientation training may build a solid foundation; however, for the volunteer to continue to grow individually, as well as becoming an even more

valuable asset to the agency, the training or educational process must be continuous. It is also important to note that providing additional training above and beyond the initial orientation may be one of the best methods of reducing liability to the sponsoring organization; the more competent the individual, the less the likelihood of making simple or egregious mistakes. Therefore, effective risk management would always include in-service training or continuing education programs (Brudney, 1990; Ellis, 1996). Training is viewed with approval by most volunteers and is considered a positive inducement. It provides opportunities for self-enrichment while expressing organizational interest by better preparing them to perform their volunteer jobs. The recognition of their educational needs signifies the importance of their contribution to the agency and will serve as encouragement to enlist additional commitment from the volunteer to obtain the training (McCurley & Lynch, 1989; Brudney 1990).

It would seem that with the proper orientation and in-service training of volunteers the training issue would be covered, but there is yet another important segment to consider. This element is the training of the organization's staff in dealing effectively with and the management of the volunteers in the workplace. Placement of volunteers into organizational environments which are inadequately prepared can be a recipe for failure of the program. One of the best methods for the training of staff to work with volunteers is the inclusion of them into the planning and decision making processes which formalizes the volunteer program. This not only reveals the total organizational picture to the staff but provides opportunities for information sharing, identification of problems, and a forum for solving those problems. The inclusion of the staff in the beginning, as well as throughout the existence of the program, provides a sense of ownership of the program which may result in more practical plans which are implemented with a higher level of enthusiasm (Wilson, 1988; McCurley & Lynch, 1989).

Additionally, staff must be provided training in the management and supervision of volunteers. Few people receive this type training during their formal education and experience and, even though they may have a clear understanding of the program and its goals, may not possess the managerial knowledge necessary to supervise volunteers. The training should remind staff that inducements for volunteers are much different than for paid employees. Inducements such as pay, promotion, perquisites, or even organizational sanctions against the volunteer may not render the same results as when applied to paid employees. Effective training would include, but not necessarily be limited to, topics about attitude and teamwork, as well as coaching, counseling, persuasion, and negotiation techniques (Brudney, 1990; Ellis, 1996).

As noted in the preceding paragraph about staff training, it would appear the supervision of volunteers requires a direction based more on motivation than on control.

While it is important to have standards which are as high for volunteers as employees, the methods utilized to gain the adherence to these policies or standards may vary. This is not to say good principles of supervising employees do not also work with volunteers, but there are additional considerations. One of the most important aspects of supervising volunteers is creating for them a positive environment in which to work. The next step, and probably one of the strongest factors, in effectively supervising a volunteer, is the placement of that person into an area where they may put their strongest motivations and their best skills to work. Third, allow the volunteer the freedom to choose assignments when possible. This does not mean the volunteer will

not be held accountable for their actions or results, only that they have been empowered, to the degree which management allows, with the authority for self-assignment. Volunteers must also have immediate access to a supervisor or other person who may answer questions for them as they go about their tasks. Equally important is the respect for their commitment of time donated and the recognition of their work, especially in the form feedback. Feedback should include constructive criticism, regular evaluations, and a simple, yet sincere, thank you for the assistance they have provided and the gift of their time (Wilson, 1988; McCurley Lynch, 1989; Brudney, 1990; Ellis, 1996).

Feedback provided through volunteer evaluations or performance reviews maintains motivation through two-way information sharing, identifies personal problem areas, and allows for personal growth. Too often people think of evaluations as a means of dealing with problems. Fortunately, the percentage of problem volunteers is very small; therefore, the majority of evaluations can be positive. Focusing on the positive allows the supervisor to reward those who are doing well and praise them for their accomplishments (Wilson, 1988; McCurley & Lynch, 1989; Brudney, 1990; Ellis, 1996). Unfortunately, there are those few who will not perform at the expected and agreed upon level. To allow inappropriate or ineffective behavior to continue is an insult to the volunteer and an affront to the standards of professionalism crucial to job effectiveness and employee acceptance (Brudney, 1990). Occasionally, even after having used all the best volunteer management techniques, it may become necessary to take additional actions to preserve your volunteer program and the credibility of the organization. Termination of the volunteer's association with the organization in these instances may be the only logical course of action. Although some people may believe a volunteer can not be fired, it should be noted that an organization does have the legal right to determine who will represent them, whether it be a paid employee or a volunteer. Even though this management tool exists it should be one of last resort and used only after other possibilities have been explored. Alternatives for consideration before firing the volunteer include: additional supervision to remind the volunteer of expectations; additional training to correct deficiencies due to ignorance; re-motivation or the assignment of new challenges to the volunteer who has become bored or disinterested; reassignment to solve personality conflicts; referral to another organization more suited to the individual; and, allow the person to retire with honor when they can no longer fulfill their obligations (McCurley & Lynch, 1989; Brudney, 1990; Ellis, 1996).

While many management issues have been covered, none of those mentioned, either singularly or in combination, will serve the agency in managing the volunteer more so than recognition of the volunteer and their contribution to the agency. Recognition may be the only "pay check" the volunteer receives and in many cases plays an important role in the retention of the volunteer. Recognition may be provided in many forms, but is too often thought of as the awarding of plaques, pins, certificates, or recognition at some annual awards ceremony. While these are important aspects of the program and are strong motivations for some individuals, there are other forms of recognition which provide rewards much more significant to other people. "The most effective recognition system occurs in the day-to-day interchange between the volunteer and the agency through the sincere appreciation and thanks of the staff for the work

being done by the volunteer" (McCurley & Lynch, 1989, p, 114). Other forms of day-to-day recognition can include the assignment of more responsible and meaningful work, the implementation of a volunteer's idea, and the involvement of the volunteer in the decision making processes of the agency (Wilson, 1988; McCurley & Lynch, 1989; Brudney, 1990; Ellis, 1996). These types of recognition, the simplest to provide and well within managerial control, may endear the volunteer to your organization and provide a mutually beneficial partnership for both the organization and the volunteer for some time to come.

The preceding section discusses effective methods of managing volunteers. Many of these issues and thoughts are shared by the authors noted in the foregoing text, but are of generic applicability. Brudney is somewhat more specific by directing his focus toward volunteer programs in the public sector; however, the information provided is still general in nature. This researcher was unable to locate information directed specifically at the management of sworn law enforcement volunteers, therefore, a literary comparison of methods and techniques used for the management of law enforcement volunteers to the important techniques used generally can not be accomplished. In the absence of written data specifically about the management of sworn law enforcement volunteers, the information collected from the interviews during the course of this research will assist in identifying the different or special techniques, requirements, or processes utilized to effectively manage volunteer programs in the law enforcement sector. Additionally, the research will identify the practices applicable to other types of volunteers and programs which are also useful in the management of the law enforcement programs. The identification of these practices, both special and general, should provide useful information to law enforcement practitioners who are contemplating the implementation of volunteer programs or to those evaluating the methods currently used in existing programs.

### Method

This research was conducted using a qualitative approach and consisted of two separate procedures for the collection of the applicable data. Step one of the process included a review of literature devoted to the topic of volunteer management. Searches for the applicable literature included county and university libraries as well as access to the Internet.

Following the review of the literature, a list of interview questions (Appendix) was developed for administration to the volunteer coordinators of the three subject law enforcement agencies. The interview questions were based on the main points revealed in the literature and were designed to determine if the described techniques are utilized in the management of sworn law enforcement volunteers. Additional questions were developed to identify the potentially different or special techniques used in law enforcement volunteer management.

In step two of the process, the volunteer coordinators of the Florida Highway Patrol and the Florida Game and Freshwater Fish Commission were interviewed and their responses documented. Both of the aforementioned coordinators also agreed to the taping of the interview. This researcher, the volunteer coordinator for the Florida Marine Patrol and the Florida Park Patrol, was the third respondent to the questions in the interview document. The questions were answered narrowly, specifically, and

directly as they relate to the managerial methods used within his organization.

Strong points illuminated during the course of this research included the consistency of the management practices described in the literature. The agreement of the authors on the best management practices was remarkable. In addition, the interview respondents are probably the most familiar with the subject agencies' volunteer programs and possess a statewide perspective of the issues involved.

Information from lower level personnel or volunteers may have provided additional insight about implementation issues or the effectiveness of the management practices and may present further study opportunities in this area.

## Results

The following is a summary of the results of the information gathered from the interview process. These findings are presented in the order in which they were discussed in the review of the literature. It should be noted the findings presented here are not designed nor intended to be an evaluation of any of the subject agencies' programs. Contrasting information received from the agencies regarding the management of their programs as compared to the management examples provided by the literature is the thrust of this project and may indicate the necessary management differences or provide issues for discussion by law enforcement agencies.

The first issue which was discussed as an important factor in the success of any volunteer program was the support of the agency chief and the key managers of the organization. This research revealed the subject agencies possess varying degrees of top level support and all appear to have sufficient support necessary to maintain and operate viable volunteer programs. Written documentation of this support is in the form of policies establishing the purpose and standards by which the volunteers operate and is incorporated as part the agencies' operating directives. This support is further illustrated by the agency personnel the managers have charged with the responsibility for operation and administration of the volunteer program. All three agencies have designated someone at the headquarters level to fulfill the obligations normally associated with the "Director of Volunteers". In addition, each agency has assigned staff at the regional, district, or troop level to assist in the administration of the programs and provide support to the volunteers at the local level since each of the subject agencies operate their programs on a statewide basis. Each of the "directors of volunteers" has other secondary duties in addition to the volunteer program and, while this is not completely ideal, it is not inconsistent with other programs.

Policies and procedures not only help establish managerial support, but they also govern the utilization of the volunteers and provide vital information to the volunteer to govern his or her performance within the organization. Each of the state law enforcement agencies surveyed has established policies. In addition to the policies, all volunteers serving the three agencies are required to comply with all agency policies and directives as well as applicable state laws. These, in total, cover most of the suggested areas documented in the background section of this paper. Two of the topics recommended for inclusion into the policy and procedures and not included in the subject agencies policies were performance review and grievance procedures.

Recruitment procedures in the three subject agencies are not formalized. The method used is "word of mouth" which is the most common and effective form of

recruiting. The literature cited job descriptions as an important tool to be used during recruiting to better inform the potential candidate. The Florida Highway Patrol is the only agency that provides job descriptions to all sworn volunteers. However, they are generic and based on the rank or level of the volunteer and not tailored to each volunteer. The Divisions of Law Enforcement of the Department of Environmental Protection and the Game and Freshwater Fish Commission provide this information to their volunteers through specifications in the general orders, monthly meetings, and communication from supervisory personnel. This information is not provided to assist in the recruitment phase but rather to provide guidance after acceptance into the programs. Specific information about the volunteer, or auxiliary, programs of all three subject agencies are provided through other media such as the Internet and informs interested persons about the program, volunteer involvement, and entry requirements.

Screening and interviewing was listed as essential to obtaining a cohesive match between agency and volunteer. All the study participants stated they conduct interviews of potential candidates. In addition to the interviews all candidates are screened extensively utilizing methods which closely parallel the screening process used for full-time law enforcement employees. These methods establish the required credentials of the applicant, satisfactory character (background information), and medical fitness.

The literature revealed three areas pertinent to the aspect of training which it regarded as important to the successful operation of a volunteer program. The areas included orientation training, continuing education or in-service training, and staff training. The results of the interviews showed both the Florida Highway Patrol and the Game and Freshwater Fish Commission both provide orientation training to volunteers.

All three agencies provide opportunities for in-service training. The Department of Environmental Protection and the Florida Highway Patrol provide entry level training to their members concerning the volunteers. The literature stated that an important staff training tool was their involvement in the various phases of the volunteer program. All three agencies allow staff participation regarding the utilization of volunteers.

According to the literature, the supervision of volunteers requires more emphasis placed on motivation than on control. Factors for consideration were: standards which are as high for volunteers as employees; positive work environment; best placement of the volunteer; allowing the authority of self-assignment; and, the availability of supervision when desired. All three agencies' methods are consistent with these ideas.

The positive work environment may be the most difficult to assess, but all respondents feel the organizational climate is good or getting better and the agencies continue to take positive actions when possible. For example, all three subject agencies do not require resistant employees to utilize volunteers which aids in creating the desired positive work environment.

Feedback to the volunteer concerning his or her effectiveness is an important part of the program and allows praise for a job well done and for constructive criticism when needed. Evaluations or performance reviews are a method by which this can be accomplished. None of these state law enforcement agency participants utilize formal evaluations as part of their management process. The Game and Freshwater Fish Commission formerly used an evaluation system; however, it was found to be demoralizing to the volunteer and the practice was discontinued. Currently the Department of Environmental Protection and the Game and Freshwater Fish

Commission provide feedback through verbal and written communications as warranted.

The correction of inappropriate or ineffective behaviors is one element for which considerations must be made when operating a program reliant upon human services. Additional supervision, training, challenges, or the reassignment of or termination of problem volunteers are acceptable methods of correction. The study respondents indicated their disciplinary problems are handled at the lowest supervisory levels and use techniques that include counseling, reprimanding, suspending, and termination.

Almost everyone enjoys recognition for personal and group achievements. All three subject agencies provide recognition of their volunteers in varying manners as described in the background section. The Game and Freshwater Fish Commission provides years of service pins and plaques for their volunteers who have met certain milestones and also gives letters to deserving individuals commending special achievements. The Department of Environmental Protection and the Florida Highway Patrol have designated the volunteers eligible to receive all departmental awards and both agencies have a yearly statewide conference to express appreciation and show support for the programs. These two agencies also allow the participation of the volunteers in the decision making processes of the organizations through the chain of command structures within the volunteer groups and sponsoring organizations. This type of participation is cited as a method of recognizing the value of the volunteer's input in matters concerning operation.

Responses to the specific questions designed to discover necessary management differences of sworn law enforcement volunteers did not yield new methods specific to that type of management. However, because of the possible life altering decisions a law enforcement volunteer may have to make, the respondents placed great emphasis on certain aspects of the volunteer management practices previously discussed. The emphasized areas included volunteer training, discipline for policy or standards violations, and volunteer/organization commitment and dedication.

## Discussion

This research project did not reveal any new or unique management practices which must be used in the management of sworn law enforcement volunteers. However, it did reveal that management practices used generally by other types of volunteer organizations are also used effectively in law enforcement volunteer management. Nothing was discovered during the course of this research project that contradicts the use of any general or traditional management technique for use in managing sworn law enforcement volunteer programs.

The research did reveal that, although the studied law enforcement programs use traditional methods of volunteer management, there are certain areas which display more or less emphasis than is described in the background section. Requirements placed upon Florida's sworn law enforcement volunteers by law, particularly those classified as auxiliary officers, may provide insight into the reasons why certain managerial areas are stressed while others have less emphasis or are not utilized in the studied programs. The majority of the sworn volunteers fall within the classification of auxiliary officer.

The authority of auxiliary officers to act in the capacity of a law enforcement

officer has statutory limitations in some instances and requires them to be under the direct supervision of a full or part-time law enforcement officer. Traditionally, except for special non-enforcement details, the law enforcement agencies in this study provide this direct supervision to their volunteer auxiliary officers. This close ratio supervision can be an effective means to provide the necessary feedback to the volunteer and may diminish the need for in-depth job descriptions and performance evaluations.

The law enforcement organizations involved in this study have very organized rank structures, Within both the organization itself and the volunteer program. This structure provides a chain-of-command to all personnel and when used properly can be an effective means of communication. Although none of the agencies programs have formal grievance procedures, this supervisory structure could provide the means for the volunteer to discuss problems at the appropriate level.

Due to the extremely hazardous and high profile work environment, the areas of training and discipline were stressed by the respondents. This has also been recognized at the state level and appropriate regulations have been put into place to make sure these types of volunteers are properly trained and screened before being placed into these types of jobs. The enhanced screening processes utilized by the studied agencies assures compliance with regulations and aids in maintaining the professionalism of the organization.

The agencies have chosen not to have formalized recruitment processes. This particular facet of program management has not been necessary within these organizations. The word of mouth method, as well as individual interest in the organizations, has provided ample quantities of suitable applicants to sustain desired levels of personnel within the three volunteer programs.

In summary, the traditional management techniques recommended for use in all types of volunteer programs also have their merit in law enforcement when tailored to suit the agencies' needs. Good volunteer programs, like good parent organizations, must have commitment and dedication across the lines if they are to be successful.

Elwood Stephens currently serves as a captain with the Department of Environmental Protection's Division of Law Enforcement and commands the Auxiliary and Reserve programs of the Florida Marine Patrol and Florida Park Patrol. Additionally, he serves as a member of the Division's Professional Compliance Review Team. Captain Stephens began his career with the Florida Marine Patrol in 1978 and was promoted to Sergeant at the Academy in 1984. After promotion to Lieutenant, he served in various functions within the department, including Training, Standards and Records, Resource Protection, Internal Affairs Coordination, and as a field supervisor. Elwood's professional interests include environmental law enforcement field operations and volunteer management.

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## Appendix A

### Interview Questions

Please describe your agency's volunteer recruitment process. If you do not have a recruitment process how do you get volunteers?

Please describe your agency's volunteer selection process. Does it involve:

Interviews prior to recruitment?

Application?

Screening to determine suitability?

Determination of qualifications?

3. Do you have agency policy which formalizes the selection process?
4. Do you provide your volunteers with job descriptions? If not, how are volunteers informed of their responsibilities?
6. Are job descriptions and/or assignments tailored to the individuals particular interests when possible while meeting the needs of the agency?
7. Do you provide training to volunteers? If yes, does this include orientation training as well as in-service or specialized?
8. Does your agency have a volunteer policy and procedure?
9. Does this policy include:
  - Attendance?
  - Performance Review?
  - Benefits?
  - Grievance procedures?
  - Reimbursement policies?
  - Use of agency equipment and facilities?
  - Confidentiality requirements?
  - Probationary acceptance period?
  - Suspension and termination?
  - Record keeping requirements?
10. Please describe the methods you use to provide feedback to volunteers concerning their performance.
11. Do you require volunteers to follow the same rules and regulations as is required of full time employees? If not, what are the differences?
12. What processes do you employ to manage the behavior of volunteers who are not meeting your expectations?

13. Do you terminate volunteers? Describe the type of violations which would result in termination?
14. Does your agency provide in writing a clear mission for the role of the volunteer?
15. Are your volunteers provided a clear understanding of the goals and mission of your organization? If yes, how?
16. Has your agency provided orientation and training on the effective management and utilization of volunteers to its full-time members?
17. Do you feel the organizational climate of your agency promotes feelings of acceptance and appreciation among the volunteers? If yes, how?
18. Do you feel the majority of your agency's key managers are truly committed to the volunteer program? If not, why not?
19. Do you believe this message, whether positive or negative, has been communicated effectively to the rank and file employees?
20. How do supervisors actively participate in the supervision and motivation of the volunteers assigned to their area?
21. Does your agency allow staff involvement concerning the utilization of volunteers? If yes, How?
22. Does your agency allow volunteer involvement in the decision making process of your organization?
23. Do you feel volunteers are widely accepted by your full-time employees? If not, why not?
24. Does conflict occur between staff and volunteers? If yes, please state the reasons you feel this happens.
25. How are employee/volunteer conflicts resolved?
26. Are full-time members required to utilize volunteers?
27. Do you provide recognition, rewards, or incentives to deserving volunteers? Please describe.
28. If you do not provide rewards or recognition why?

29. Does your agency provide the volunteer with the tools which are necessary to do the job or is the volunteer expected to supply them?
30. Within the constraints mandated by law has your organization empowered the volunteers with the authority of self-assignment? Do they have the authority to pick and choose the assignments for which they will be responsible?
31. Is your job as coordinator devoted fully to the program or is it only one part of your job?
32. If you have other major responsibilities in addition to the volunteer program, please describe those functions.
33. What other personnel are committed to the support of your agencies volunteer program? i.e. in district or troop? Is this a full-time endeavor for them or only part of a more comprehensive job?
34. Please describe the measures your agency needs to take to achieve what you believe to be the maximum potential of its volunteer program.
35. Do you feel there are different or special requirements for managing sworn volunteers as opposed to the regular or non-sworn volunteer? Please describe.
36. What could your organization do to make your sworn volunteer program more effective?
37. What system changes need to be made to move Florida's sworn volunteer programs ahead and effectively face the ever-changing law enforcement profession as we approach the 21st century?