VIS CONNECTIONS

 Fall 2015

We are happy to provide you our publication for nonprofit risk managers, as part of our service to you. If you need to change the email address to which this is sent, please contact us. Be sure to include your name, organization and address. You also are welcome to call us at 800.222.8920 for assistance. For risk management guidance between the quarterly issues of *VIS Connections,* we invite you to follow our blog at www.volunteerinsure.org.

From all of us at VIS, happy holidays

Whether you have been part of our Volunteers Insurance Service program for over 40 years or just a few weeks, we want you to know we appreciate having you with us, and hope that you will have a great holiday season and New Year. We also appreciate the work that you do to improve the lives of individuals and improve your communities.

We are glad to be part of *your* community. We hope our insurance programs, and every issue of *VIS Connections*, will continue to help you as you carry out your mission. We are thankful for the many referrals we receive from our customers, as well. (Keep them coming!)

Please remember that any time you need help on any insurance matter, we are happy to hear from you.

The VIS® Service Team:

Volunteer insurance:
Victoria W. Brooks, Account Executive
Joan R. Wankmiller, Account Executive

Directors and officers liability:
Aaron Jones, Account Executive

Laurie S. Coleman, Senior Vice President

Toll-free: 800.222.8920

The Volkswagen test drive, for boards of directors

Auto industry media, American and European university business professors and former Volkswagen executives say they saw it coming…the scandal resulting from VW engineers installing software designed to defeat U. S. vehicle emissions tests on some 11 million vehicles, and rigging their own emissions and fuel consumption tests. A *New York Times* article stated, "Given Volkswagen's history, culture and corporate structure the real mystery may be why something like this didn't happen sooner." The cost has run into the tens of billions in regulatory fines and recall expenses, plus the damage to the automaker's reputation and a 30% drop in its stock value.

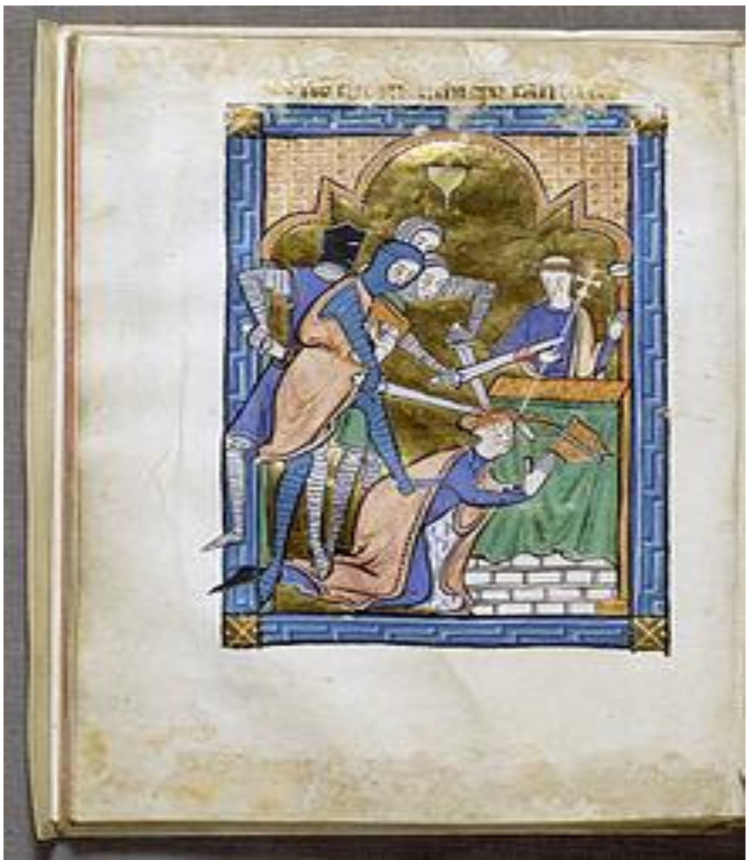
When boards of directors are insular, or allow the organization to stray from its mission or abandon practices of good governance, or overlook ethical breaches because of who's involved or demands that must be met, the ship takes on water quickly, as Volkswagen has done…and as Sweet Briar College (see the Spring 2015 *VIS Connections*) and Carnegie Hall recently have done.

Take a test drive. Can you imagine your own board members saying any of these things?

- **"We need some new blood on this board."** The Porsche and Piech families have dominated the VW board for most of its 78-year history.
- **"Those four always vote the same."** The Porsche and Piech families always voted as a bloc, rather than exercising individual judgment as board members.
- **"Who invited *her* to serve on the board?"** In 2012, Ferdinand Piech's fourth wife – formerly the family's governess – was named to the supervisory board despite shareholder objections over her lack of qualifications and independence.
- **"That makes sense in the long run, but it's a tough sell in the meantime."** Half the VW board seats are held by labor representatives, whose first priority is securing the most, and best, jobs possible for workers. That priority might not always be

consistent with the long-term viability of the organization, points out Professor Charles Elson, director of the Center for Corporate Governance at the University of Delaware, who called VW's governance "a breeding ground for scandal" in his comments to the *New York Times.* Volkswagen, the world's number one automaker by sales, employed 600,000 workers to make ten million vehicles last year. The industry number two, Toyota, employed 340,000 workers to make nine million vehicles.

- **"Who will rid me of this meddlesome priest?"** That question supposedly was uttered by King Henry II of England in 1170, regarding Thomas Becket, Archbishop of Canterbury and a political enemy of the king. It was not a command; just a question. But Henry's henchmen read between the lines, and murdered Becket in the cathedral at Canterbury.



This image from an English psalter shows four knights loyal to Henry II murdering Thomas Becket in 1170

Michael Horn, Volkswagen's U. S. president and CEO, told a House committee that emissions-test cheating was not a corporate decision. Individual engineers decided to do it. But auto industry observers say that Volkswagen leadership's loathing of U. S. environmental regulations has been well-known for many years. Also, the company's chief executive had stated publicly in 2012 that CO_2 emissions would be reduced by 30% by 2015, a goal engineers knew would be extremely difficult to achieve.

No one had to tell the engineers what to do, to overcome their challenges.

You might not have any meddlesome priests among your stakeholders or regulators. But do the board and senior staff make it clear to every employee and volunteer that ethical behavior is foundational, and an inviolable job requirement, and do they hold people accountable for meeting that standard?

Try this "risk audit" template for your volunteer positions

Managing the risks of volunteer engagement begins with the question, *"What could possibly go wrong?"* Volunteer MBC, a volunteer center based in Mississauga, Ontario, has developed a "risk audit" template you can use to put that question into focus, and develop standards for addressing the risks you identify.

Volunteer MBC has graciously allowed us to provide the template to VIS members, on request. If you would like to have this risk tool in PDF format, please email VIS Executive Director William Henry, or call him at 800.222.8920.

The Volunteer MBC template, based on Volunteer Canada's "Ten Steps of Screening," allows you to assess the likely frequency and severity of risks associated with each volunteer position you have. A small group of your stakeholders brainstorms risk scenarios (the "What could possibly go wrong?" question), determines how likely it is that a loss will occur as a result of each risk, and how severe that loss would be, then applies those findings to a color-coded chart – red for the most serious risks, followed by yellow, and green.

The chart also allows you to note the actions required for each risk, the persons responsible, and any documentation required. A separate chart provides a form on which you can record the actions your organization will require for all low, medium and high risk exposures. Those actions affect your application process, interviews, orientation, reference and background checks, supervision and evaluation.

Adriane Beaudry, Volunteer MBC's manager of volunteer engagement and programming, notes that the color coding allows volunteer managers and other senior staff, and board members, to gauge the risk associated with volunteer positions, at a glance. As risk reduction measures are applied, she adds, "It's nice to see the change that occurs when the risks go from reds to yellows or greens."

Another application of color – the "dashboard"

If you like the idea of using color coding in your reports and other documents, as the Volunteer MBC template allows, you might also consider the "dashboard" described in a recent article in *Blue Avocado.* This technique, authors Jeanne Bell and Jan Masaoka explain, not only shows board members and senior staff the current status of an item (red means act, yellow means watch, green means celebrate), it also features a trendline to show what color that item was six months ago, and on any target date or for any target outcome. That way, you can spot improvement or decline at a glance.

The dashboard can be used to display program outcomes, fundraising, HR matters, government compliance, progress toward addressing identified risks, or many other efforts that take some time.

What donors want – Newest Money For Good report breaks it down

The Money For Good 2015 report by Camber Collective states that donors would be willing to give $22 billion more a year, and shift another $25 billion from current recipients to higher-performing nonprofits, if they had better information and the contribution process were simpler.

This year's report builds on the findings of the 2010 and 2012 Money For Good studies on donor behavior, motivation and preferences. It is based on focus groups and surveys of some 3,000 individual donors with household incomes of more than $80,000. (Those households account for more than 75% of individual charitable donations, according to the report.)

Donors told the researchers they often lack confidence in how their contributions will be used, and don't know exactly who will benefit from them, so they default to the best-known organizations. The report suggests that nonprofits provide better information on the good that results from donations, that they make it easy to give in the way that best suits the individual donor, and that they target specific demographics with customized messages. Those demographics include "busy idealists," "cautious strivers" and "unaware potentials."

Resources

We reported the results of the earlier Money for Good studies in the Winter 2012 and Spring 2012 issues of *VIS Connections*. The index for those and other back issues is at www.cimaworld.com/vis-connections/index.

VIS members now save on payroll processing, other HR tasks

Volunteers Insurance Service is pleased to offer our members the opportunity to save time and reduce the cost associated with a wide array of employment-related tasks, through our relationship with Payroll Data Processing (PDP).

If you already engage a provider for payroll processing, tax and benefits administration, unemployment claims, attendance recordkeeping, etc., PDP promises to save you, because you participate in our VIS program, *at least 25% of your current cost for those services.*
Here are some of the services PDP can provide, in a package that's customized for your needs. See how many of these appeal to you:

- **Payroll processing** – Including automated tax filing, direct deposit options, administration of Flexible Spending Accounts and Health Savings Accounts, and more.
- **Option for employee access to pay vouchers and pay history, online, 24/7**
- **Pay-as-you-go workers' compensation premiums** – Premiums are remitted with payroll, based on that actual payroll, reducing the burden of year-end audits that otherwise might result in unexpected additional premiums. There is no deposit required, and there are more than 12 insurance companies from which to choose.
- **Human resources and benefits administration/compliance** – Everything from processing of new hires to maintenance of time/attendance records, preparation of employee handbooks, and a hotline and library for quick answers to your legal questions on topics such as hiring, termination, discrimination, wage and hour requirements, time off, and workplace investigations.
- **1099 payments and filings**
- **Affordable Care Act compliance** – For anyone with 50 or more full time equivalent (FTE) positions, the Affordable Care Act requires that the new form 1095-C and 1095-B be filed *no later than January 31, 2016*. The new form is like a W-2, for health insurance, and it is very detailed. PDP's "TraxConnect" program show you how to navigate the law's requirements so your reporting forms will have all the necessary information.

All these services are customizable, based on your needs, and administered in a secure, cloud-based environment.

If you are interested in a proposal from PDP, please let us know.

Please contact William Henry by email, or by phone at 800.222.8920. He will put you in touch with PDP -- and give them an overview of your organization first, so PDP already will have some essential information when you contact them, saving you time in that first conversation.

VIS members also are entitled to discounts from top providers of publications and training materials, background screening, volunteer activity scheduling and tracking, capacity building, development, and promotional products. Visit our VIS Member Discount page for more information.

Professional certification for volunteer administrators is updated

The Council For Certification in Volunteer Administration (www.cvacert.org) has updated its competencies framework, following a detailed study and recommendations by a member task force.

The designation "Certified in Volunteer Administration" (CVA) can be earned by those who have at least three years of full time experience (or the equivalent in part time experience) related to management of volunteer resources. The certification process involves following a competency-based, self-study program that measures one's knowledge and skills against industry standards embodied in the competency framework. The framework includes planning for strategic volunteer engagement, attracting volunteers to the organization, preparing them and managing performance, measuring results, recognizing volunteer achievement, and more.

For more information, please visit www.cvacert.org. Members of AL!VE (www.volunteeralive.org) are entitled to a discount on the cost of the CVA certification program.

Do you make these mistakes in your volunteer satisfaction surveys?

Reprinted with permission. Author: Tobi Johnson, VolunteerPro, expert webinars for volunteer organizations. For more information visit: www.volpro.net.

1) Not identifying why the survey is needed – Before writing a single question, it's ***extremely*** important to define the purpose for the survey. In the case of volunteer satisfactions surveys, the purpose should be something more than simply tracking general volunteer satisfaction trends or "because we always survey our volunteers at the end of the year." If you don't take time to understand what specific wisdom you are seeking, chances are you won't end up with the answers you need. Before writing, ask yourself, "What three things do we ***really*** want to know about our volunteers?" This will be the foundation of all of your communications about the survey going forward.

2) Not explaining to others why the survey is needed – Even though ***you*** know why the survey is needed, ***others*** may not get it. If your volunteers don't know ***why*** the survey is needed, how the information you gather will be used, and what will change for the better because of their participation, it's likely you won't get very robust responses. Don't assume the importance of the survey is obvious. Include a short list of survey goals in your survey instructions ***and*** send out a fact sheet about the survey ***before*** it is distributed.

3) Not reassuring volunteers their anonymity will be protected – Volunteers may tell you that they don't mind it if everyone hears their feelings, but you can't assume that's true for everyone. Encourage volunteers to give you honest and candid feedback by setting up systems to ensure that individual survey results cannot be identified. If you use software, make sure the results are not associated with their individual emails or IP addresses. If you're using paper surveys, have someone who does not know the volunteers' handwriting do the data entry for you. Be sure to restate that the surveys are ***anonymous*** in the survey invitation.

4) Not allowing for general comments in the survey questionnaire – Open-ended survey responses are more difficult to analyze, so it's best to keep these at a minimum. Unless you have a lot of data analysis time on your hands, surveys should not be made up entirely of open-ended comment boxes. By the same token, it's important to include ***at least one*** open-ended question that allows respondents to put whatever they'd like in it. I usually ask something like "Is there anything else we should know?" or, "Is there anything else you'd like to share?" You might be pleasantly surprised what you learn.

5) Not following up with survey respondents – If you don't report out the survey results and what you plan to do about the feedback, ***in a timely manner***, you'll leave volunteers feeling disempowered and unenthusiastic about taking the survey next time. If you have morale issues, it may even make things worse. ***Within a few weeks*** of the survey's close, make a point to tell volunteers what you learned, what you plan to research further, and what next steps you plan to take. You may not have a full action plan right away, but you can at least report to volunteers some of the key insights and any preliminary action items.

6) Not connecting future change to the survey – Don't assume that the changes you make because of volunteer satisfaction survey comments are obvious to volunteers. Sometimes changes happen months after a survey is administered and ***people just plain forget*** what they said. So, when you're instituting a change related to volunteer feedback, preface it with "Your responses to the volunteer satisfaction survey taught us that (or helped us better understand that) [insert your key learning]. For this reason, we have decided to make the following change — [insert change]. We hope you'll continue to provide us feedback about how it's going and how we can continue to be responsive to your needs."

The bottom line

It's important to communicate with volunteers ***before, during, and after*** you distribute a volunteer satisfaction survey. The more volunteers believe their words have power, they more they'll be willing to share well-reasoned suggestions and the better off your program will be for it.

How to file a claim when a volunteer is injured

When a volunteer is injured during his or her assignment, the Proof of Loss Form must be completed accurately in order for the claim to be processed in a timely way.

Please register claims with us, as soon as you are aware a claim has occurred, by completing the Proof of Loss Form found at http://www.cimaworld.com/wp-content/uploads/2012/07/universal-claim-form.pdf.

Important! It is the sponsoring volunteer organization's responsibility to complete page one of the form and oversee the completion of page two. Please do not mail the form to your volunteer for completion.

Do not wait until the volunteer gives you bills, Explanation of Benefits or itemized statements from providers with diagnosis codes, as this can take significant time. **Registering the claim promptly is extremely important.**

Every section of the Proof of Loss Form *must be fully completed*. Incomplete forms will be returned for completion, delaying resolution of the claim. Following these directions will allow us to register the claim for your injured volunteer in a timely manner:

1. On page one, in the "Check one" section near the top of the form, please check the appropriate box for the program where your volunteer is registered:

CNS/RSVP	Retired Senior Volunteer Program
CNS/SCP	Senior Companion Program
CNS/FGP	Foster Grandparent Program
VIS	Volunteers Insurance Program (traditional volunteers)
CRASVP	Court Referred Alternative Sentencing Program
WRVP	Work Release Program

2. Name of Sponsoring Organization – This is name of the organization that purchased the coverage, not the site where the volunteer was injured.
3. Sponsoring Organization Code – This code is on communication you receive from us, e.g., invoices, policies, etc. If you do not know the code, please call or email either Joan Wankmiller at 800.222.8920, ext. 7306, jwankmiller@cimaworld.com or Vicki Brooks at ext. 7301, vbrooks@cimaworld.com and they will be happy to provide your code. If you send an email, please provide the name of your organization, along with the city and state where you are located.
4. Address, City, State and Zip of the sponsoring organization
5. Sponsoring organization contact, email address and phone number
6. Last and first name of injured volunteer. *Please use full legal name to match the name that will be shown on bills submitted. Do not use nicknames.*
7. Social Security Number and Date of Birth of injured volunteer – These are indicators for Health Special Risk, our third-party administrator for accident claims. Refusal to provide the information is an insurance company's reason for nonpayment.
8. Nature of Injury: What body part was injured? Example: Volunteer fell, hitting leg and arm.
9. Describe how the accident occurred. – Example: Volunteer was walking out of the room and tripped.

10. Describe what the volunteer was doing when injured. – Example: Volunteer was serving lunch to client.
11. Date of the accident
12. Place of the accident (if the volunteer was at a volunteer station, it can be shown here), time of the accident and first treatment date (if known)
13. Name and title of person supervising activity (if any). List anyone present at time of the accident and whether he or she was a witness.
14. Please indicate to whom payments should be made. We suggest you enter “providers” here, so the provider is paid directly. If a volunteer has paid for something himself/herself, the volunteer will be reimbursed directly as long as receipts are provided.
15. Signature of authorized sponsoring organization representative, title, date.

Page 2, Part II is to be completed by the volunteer. All sections must be completed and/or checked and the volunteer must sign and date the form.

1. If the volunteer is not able to come in to sign the form right away, you can enter the volunteer’s contact information at the top of the page and ask the volunteer for insurance information and complete it on his or her behalf. You can write “signature to follow” where the volunteer will sign and email or fax the two pages to either Joan Wankmiller at jwankmiller@cimaworld.com, Fax No. 703.778.7356, or to Vicki Brooks at vbrooks@cimaworld.com, Fax No. 703.778.7351. When you are able to obtain the volunteer’s signature, you can then email or fax that page to us, indicating the volunteer’s name.

2. **Please do not mail the form to your volunteer for completion.** We find that frequently the volunteer misplaces the form and the claim is not returned to be registered.

Please contact Joan Wankmiller at 800.222.8920, ext. 7306, Email: jwankmiller@cimaworld.com or Vicki Brooks at 800.222.8920, ext. 7301, Email: vbrooks@cimaworld.com any time, if you need assistance in completing the Proof of Loss Form.

Inclement weather driving

A number of vehicle accidents occur in snowy and icy conditions. Depending on your mission and your location, you might not have an option to restrict driving in such hazardous conditions. However, if you do have some flexibility with your volunteers’ driving schedules, consider the increased risk of winter driving to your volunteers, their passengers, and other motorists or pedestrians, and adjust schedules accordingly.

For a copy of our “Preventer Paper” on vehicle safety in cold weather, please email or call William Henry, VIS executive director, 800.222.8920, ext. 7310.

VIS® Commitment

Volunteers Insurance Service is committed to providing its members a complete resource for the nonprofit organization’s risk management needs. Our services include:

- Publishing ***VIS® Connections*** as one of our information resources for members;
- Maintaining for members’ use a library of information relating to management of risks in the nonprofit organization;
- Researching available and appropriate insurance relating to volunteer activities;
- Designing and administering insurance programs, and compiling underwriting information;
- Providing consultation on risk management issues at no additional charge to our members, via a toll-free line (800.222.8920 or 800.468.4200);
- Assisting members, on request, with matters relating to insurance.

Insurance and administrative services are provided to VIS® and its members by The CIMA Companies, Inc. and/or one of its affiliated companies.

VIS®'s Articles of Incorporation, Financial Information, and a list of the members of VIS®’s Board of Directors are available to VIS® Members upon request.

CIMA licensing information

The following licensing information is being provided in order to comply with state governmental regulations:

Volunteers Insurance Service Association, Inc. is a risk purchasing group formed and operating pursuant to the Liability Risk Retention Act of 1986 (15 USC 3901 et seq.)

Notice to Texas clients: The insurer for the purchasing group may not be subject to all the insurance laws and regulations of your state. The insurance insolvency guaranty fund may not be available to the purchasing group.