



## CHAPTER 5: **VOLUNTEER TRACKING AND MANAGEMENT**

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## CHAPTER 5: Volunteer Management and Tracking

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The efforts of volunteers are essential to the success of every SMP program. Therefore, tracking and managing SMP volunteer efforts is a major responsibility of all SMP Directors. SMART FACTS provides an electronic method of accomplishing this task. SMART FACTS also automates required reports and calculates in-kind match, helping SMPs meet the requirements of the Office of the Inspector General (OIG) and the Administration on Aging (AoA).

The numbers of active volunteers, total volunteer training hours, and total volunteer work hours are performance measures reported semi-annually to the Office of the Inspector General (OIG). For AoA grant reporting, SMART FACTS ensures efficient, consistent computation of in-kind match based on a uniform system of assigning a dollar value to volunteer activities (“volunteer valuation”). The national index of dollar value, established by the Bureau of Labor Statistics (BLS) and found in the Occupation Employment Statistics (OES) tables, is used to value the tasks performed by an SMP volunteer and is built into the SMART FACTS software. The OES tables assign a standard wage value according to the nature of the volunteer activities. A copy of the table showing the dollar value of the different categories of SMP volunteer activities is included in the appendix to this manual and can also be printed directly from SMART FACTS (see *Chapter 7*).

**Volunteer  
Efforts:  
Documenting  
Match**

This chapter will provide step-by-step instructions for tracking your volunteers and their activities within SMART FACTS. Carefully following the instructions found in this chapter will facilitate accurate and timely reporting to the OIG and to AoA. This data will also be useful for SMP program management.

The **Volunteer Management and Tracking** program in SMART FACTS allows SMPs to:

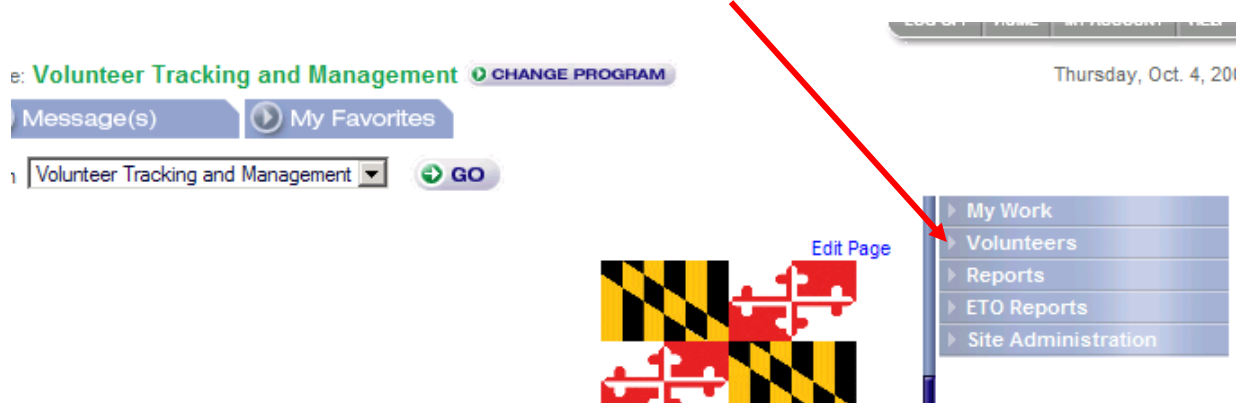
1. Track the number of active volunteers, the number of volunteer work hours, and the number of volunteer training hours for the OIG report.
2. Obtain consistent information about the in-kind match the SMP program will provide through volunteer hours and non-reimbursed contributions.
3. Stay organized and abreast of the volunteer program as a whole – both on individual and aggregate levels.

**Add New Volunteer**

The first step for using the **Volunteer Management and Tracking** Program in SMART FACTS is adding active volunteers to the system. Volunteers must be added individually so that their hours of service can be accurately computed by the system for reporting purposes (such as the OIG Report). **Only the yellow-colored fields are required, however. You do not have to record contact information for volunteers in order to enter them into SMART FACTS.**



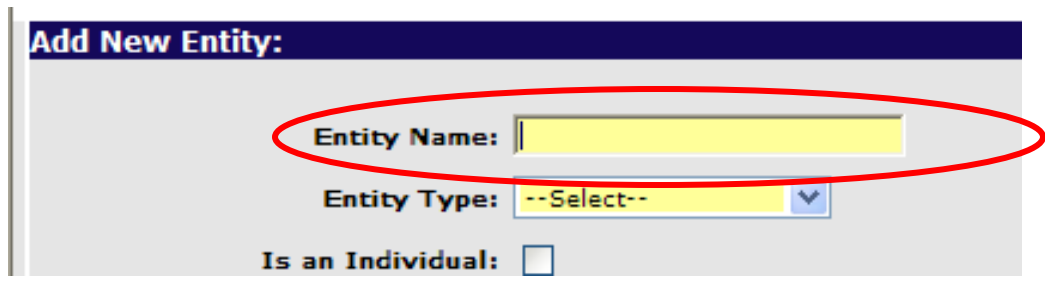
1. Make sure you are in the **Volunteer Tracking and Management** program of SMART FACTS.
2. Select **Volunteers** from the navigation bar.



2. A drop down menu appears. Select **Add New Volunteer**



3. Enter the volunteer's first name and last name in the **Entity Name** field. Enter the first name first and the last name last (not last name, first name) This data will auto-fill the *First Name* and *Last Name* fields that appear later on the screen.



- From the **Entity Type** drop down menu, select **Individuals**. OR, for a data entry shortcut, type an "I" in the *Entity Type* field and it will auto-fill.

**NOTE:** For **Entity Type**, you will ALWAYS select **Individuals**. SMART FACTS is customized from an "off the shelf" product, so the other options cannot be removed.

- Tabbing past the *Phone Number* field takes you automatically to the **Phone Information** fields. The data entered in the **Phone Information** fields DOES show up in printed forms and reports, such as the "Entity Profile."

- Tabbing past the *Phone Number* field takes you automatically to the **Phone Information** fields. The data entered in the **Phone Information** fields DOES show up in printed forms and reports, such as the "Entity Profile."

Remember, tracking volunteer contact information such as phone numbers and addresses is NOT required. Entering this information is necessary only if you want to create mailing labels or have a database of phone numbers to contact SMP volunteers. It's a management tool, not a reporting requirement.

6. Select a **Number Type**, enter the **Phone Number** (must include area code), and click on **Add Number to Pending List**. Repeat this step if a volunteer has more than one phone number.

7. Complete the rest of the available **Contact Information** for the volunteer if desired. Notice that the **First Name** and **Last Name** fields are auto-filled from your original Entity Name entry in Step #3.

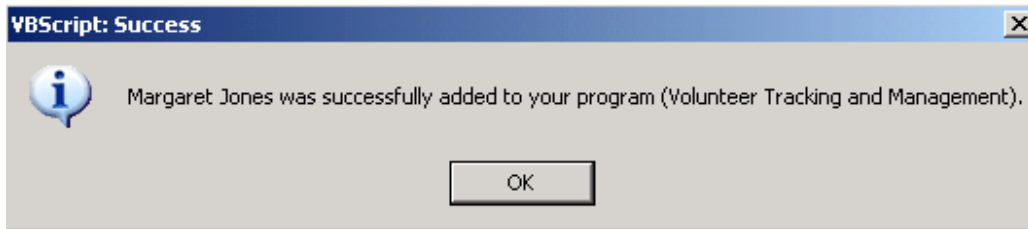
8. Use the **Entity Notes** field for additional comments, if desired.
9. Enter an **Organizational Affiliation** if desired. An example might be a Partner/Subcontractor name that this volunteer is affiliated with, if any.
10. Enter the **Volunteer Start Date**.
11. Select the appropriate **Volunteer Capabilities**, if desired.



**SMPs that sub-contract for outreach activities should require sub-contractors to report volunteer names and hours**



12. Click on **SUBMIT** to save your work.
13. You will be asked if you want to add your new entity. Click on **Yes**.
14. You will be asked if you want to "View/Edit" your new entity. Unless you want to review your data entry, you will click on **No**.
15. You will receive the following message. Click on **OK**. Individual volunteers must be successfully added to ensure that their hours can be computed for the OIG report.

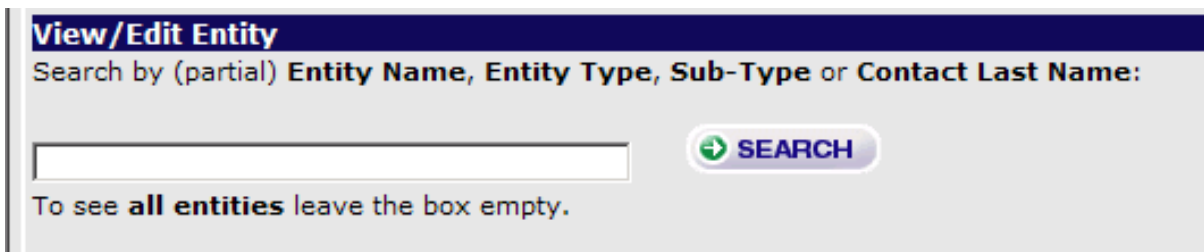


**IMPORTANT:** Enter into SMART FACTS all volunteers who are working for your SMP program. Include volunteers who are working for your SMP under a sub-contract or agreement with another organization to fulfill the SMP mission, such as a SHIP, for example.

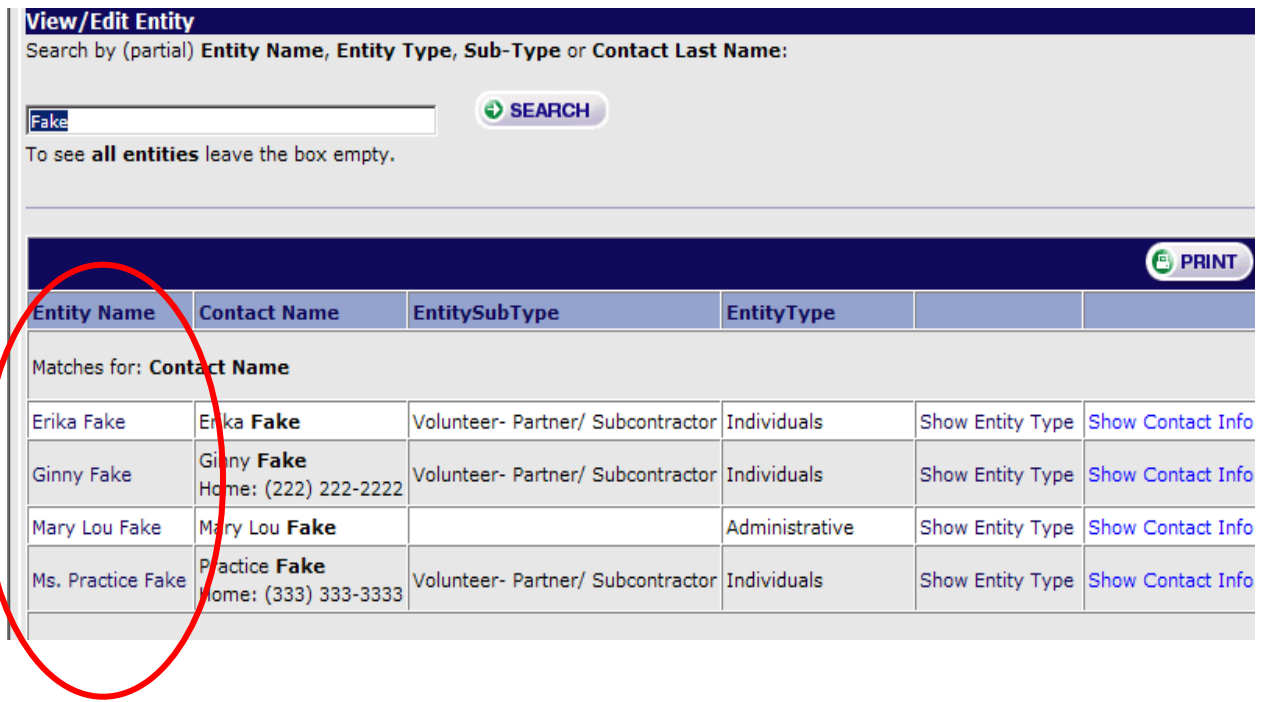
### View/Edit Volunteer

Once you have a volunteer entered into SMART FACTS, you may need to review and/or update their information.

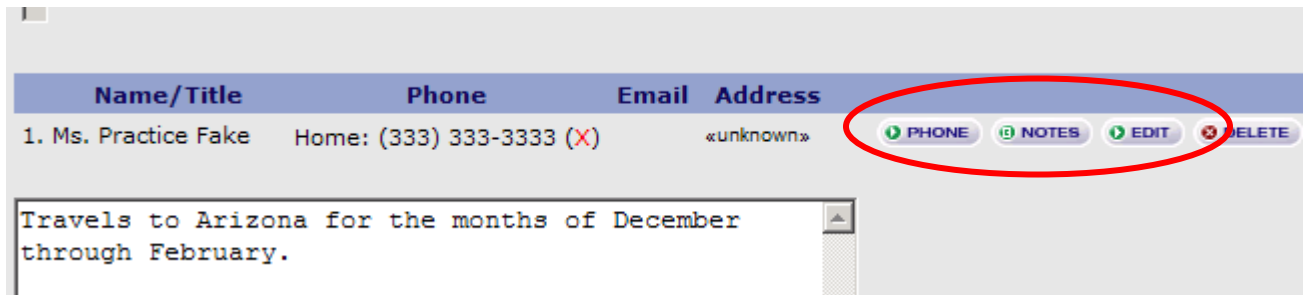
1. Select **Volunteer** from the navigation bar.
2. Select **View/Edit Volunteer** from the drop down menu.
3. You can enter "Search by" criteria in the space provided, or leave the field blank "to see all entities" (volunteers). Click on **Search**.



- From the resulting list, click on a name in the **Entity Name** column.



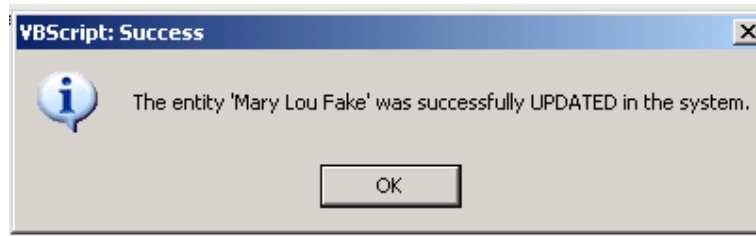
- From the next screen, make changes to the data as needed. If you need to change the contact information, use the buttons circled below.



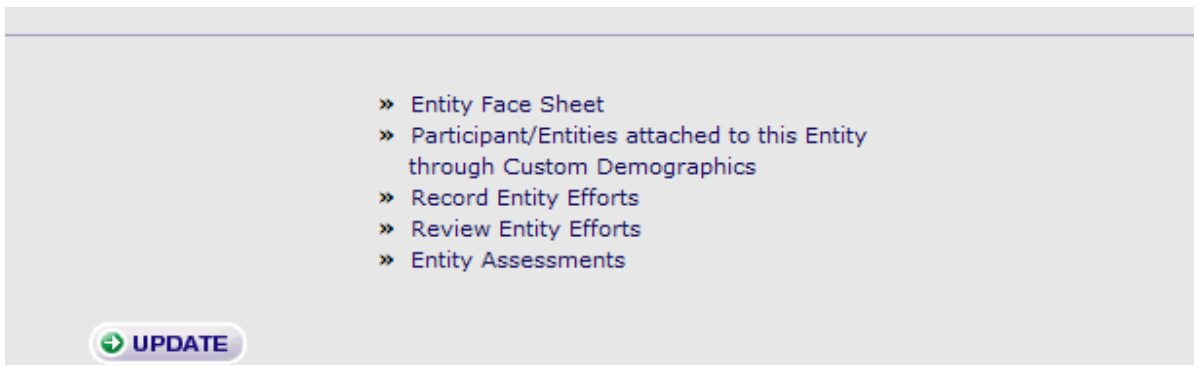
- To save your changes, click on **Update** in the bottom left corner of the screen. *[Skip to step #8 on the next page if you wish to use any of the features pictured above the **Update** button. Entity Face Sheet, for example.]*



7. The following confirmation message will appear. Click on **OK**.



8. The live links above the **Update** button provide optional avenues (“shortcuts”) for recording and viewing information about volunteers and their efforts. The standard avenues for recording and viewing volunteer information are described step-by-step throughout this chapter. If you follow one of the live links, don’t forget to return to this screen and click on **Update** to save your work.



**NOTE:** Here is a brief description of each link:

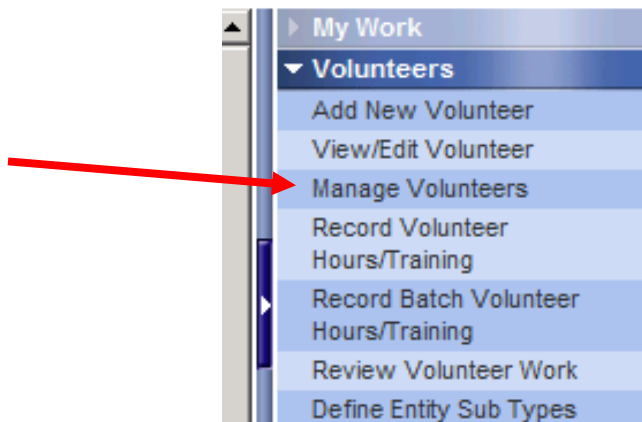
- ⇒ **Entity Face Sheet:** View a printable version of the profile for this volunteer.
- ⇒ **Participant/Entities attached to this Entity through Custom Demographics:** DO NOT USE
- ⇒ **Record Entity Efforts:** This is another way to record volunteer hours and in-kind contributions.
- ⇒ **Review Entity Efforts:** Allows you to review the accumulated work of an individual volunteer.
- ⇒ **Entity Assessments:** DO NOT USE

**Delete a Volunteer**

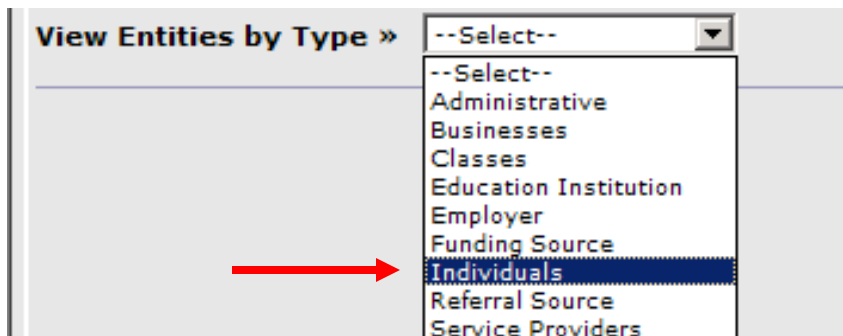
Turnover is usually high in any volunteer-based program. SMPs are no exception; however, you will want to make absolutely sure the volunteer does not plan to return to SMP work before you delete them. Once a volunteer is deleted, you cannot “un-delete” them in SMART FACTS. In case of accidental deletion, contact Social Solutions customer service (see chapter 1). Please note that SMART FACTS uses the term “dismiss” for “delete.”

Steps

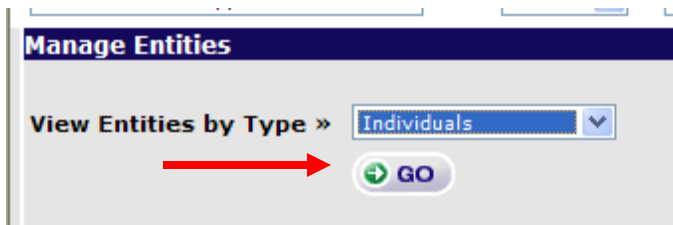
1. Select **Volunteers** from the navigation bar.
2. Select **Manage Volunteers**.



3. Under **View Entities by Type**, select **Individuals**.



4. Click on **Go**.



5. You will see the list of all volunteers. To delete a volunteer, click on **Dismissed** in their row (circled on screen shot below).
6. Scroll to the bottom of the page and click on **Save Program Enrollment/Dismissal Changes**.

Entity	Account Status	Last Updated	Enrolled	Dismissed	Program Information
1. Bob Smith	Enabled (change)	9/28/2006	<input type="radio"/>	<input checked="" type="radio"/> <b>Dismissed</b>	<a href="#">Program Information</a>
2. Ginny Fake	Enabled (change)	10/5/2007	<input checked="" type="radio"/>	<input type="radio"/>	<a href="#">Program Information</a>
3. Joli Crowder	Enabled (change)	10/17/2006	<input checked="" type="radio"/>	<input type="radio"/>	<a href="#">Program Information</a>
4. Margaret Jones	Enabled (change)	10/5/2007	<input checked="" type="radio"/>	<input type="radio"/>	<a href="#">Program Information</a>
5. Mr. Jolie Crowder	Enabled (change)	10/17/2006	<input checked="" type="radio"/>	<input type="radio"/>	<a href="#">Program Information</a>
6. Ms. Practice Fake	Enabled (change)	8/15/2007	<input checked="" type="radio"/>	<input type="radio"/>	<a href="#">Program Information</a>
7. Steve Butz	Enabled (change)	12/21/2006	<input checked="" type="radio"/>	<input type="radio"/>	<a href="#">Program Information</a>
8. The Boss	Enabled (change)	9/28/2006	<input checked="" type="radio"/>	<input type="radio"/>	<a href="#">Program Information</a>

**Save Program Enrollment/Dismissal Changes**

**NOTE:** Dismissing a volunteer will not cause any loss of data regarding that volunteer's past work hours. Their hours will still be factored into the OIG report and other reports run for the time period for which they worked. Dismissing them will, however, remove your ability to enter new hours for them or even see their name within the system.

## Volunteer Hours and In-Kind Contributions

SMART FACTS allows you to record hours worked, mileage, and other in-kind contributions for an individual volunteer or a group of volunteers. To enter data for individual volunteers, you will use the **Record Volunteer Hours/Training** feature (instructions immediately follow). When recording hours for multiple volunteers who all performed the same type of work on the same day, use the **Record Batch Volunteer Hours/Training** feature (instructions begin at the bottom of page 16).

### Record Volunteer Hours/Training

1. Select **Volunteers** from the right side navigation bar.
2. Select **Record Volunteer Hours/Training**.

3. Type a name into the **Search** tool screen to find a specific volunteer or leave the field blank to view the entire list of volunteers.
4. Click on **Search**.
5. Click on the individual volunteer's name in the **Entity Name** column (not *Show Contact Info*).

Entity Name	Contact Name	EntitySubType	EntityType		
Matches for: <b>Contact Name</b>					
Ginny Fake	Ginny <b>Fake</b> Home: (222) 222-2222	Volunteer- Partner/ Subcontractor	Individuals	Show Entity Type	Show Contact Info
Gloria Fake	Gloria <b>Fake</b> Home: (444) 333-2222	Volunteer- SMP Direct Report	Individuals	Show Entity Type	Show Contact Info
Mary Lou Fake	Mary Lou <b>Fake</b>		Individuals	Show Entity Type	Show Contact Info
Ms. Practice Fake	Practice <b>Fake</b> Home: (333) 333-3333	Volunteer- Partner/ Subcontractor	Individuals	Show Entity Type	Show Contact Info

**Note:** If the volunteer you are seeking does not appear on the above list, you will need to **Add New Volunteer** (described earlier in this chapter).

6. The next screen shows the volunteer's name and a "**Select Entity Outcome/Activity**" drop down box.
  - Select **Record Hours/Mileage/In Kind (composite)** if the volunteer has contributed mileage or other in-kind support in addition to hours.
  - If the volunteer has contributed hours only, you CAN record them using the **Record Hours/Mileage/In Kind (composite)** and then simply enter zeros for the fields that do not apply.
  - Alternately, if the volunteer has contributed hours only, use the **Track Volunteer Hours** option (instructions begin on page 14 of this chapter). For recording volunteer hours, either option is correct. It is a matter of personal choice.

Entity's Name: Gloria Fake

Select Entity Outcome/Activity: --Select Entity Outcome/Activity--

- Select Entity Outcome/Activity--
- Composite Outcomes/Activities**
- Record Hours/Mileage/In Kind (composite)
- Outcomes/Activities
- Track Volunteer Hours

➤ Record Hours/Mileage/In Kind (composite) Option

1. Particularly if the Volunteer has contributed mileage or other in-kind support in addition to hours, select **Record Hours/Mileage/In Kind** from the **Select Entity Outcome/Activity** field.
2. Select the appropriate **Contact Location/Method** (a.k.a. "Volunteer Activity") from the drop down list. Data entered here informs outcomes #2 and #3 of the OIG report. If you select either of the first two options, the hours will tally for outcome #2 of the OIG Report (*Total number of volunteer training hours*). If you select any of the other options, the hours will tally for outcome #3 of the OIG Report (*Total number of volunteer work hours*).



Contact Location/Method:	--Select--	
Date of Contact:	--Select--	
Date of Next Contact:		+90
1.  Track Volunteer Hours	Training - Initial Program Training/Orientation	
Last Value	Training - Program Updates	
New Value	Volunteer Work - Office Admin/Clerical	
Time Spent on Contact:	Volunteer Work - One on One Counseling	
	Volunteer Work - Response to Issues/Inquiry	
	Volunteer Work - Community Event Management	
	Volunteer Work - Conducted Group Educational Sessn	
	Volunteer Work - Fraud/Abuse Invest. & Referral	
	VW - Research/Responding to Complex Inquiries	
	Volunteer Mgmt - Outreach Development/Marketing	

By selecting the appropriate type of volunteer activity or training, the value of the activity according to the Bureau of Labor and Statistics (BLS) Occupation Employment Statistics (OES) tables is assigned automatically. This allows you to create a *Volunteer Work Rates* report, which calculates individual SMPs' in-kind match for reporting to AoA. See *Chapter 7* for instructions on generating the *Volunteer Work Rates* report. These selections will ONLY affect outcomes #2 and #3 of the OIG report; NOT any other OIG report outcomes.

As shown above, volunteer work is divided into the following categories:

- Training-Initial Program Training/Orientation
- Training- Program Updates
- Volunteer Work-Office Admin/Clerical
- Volunteer Work –One on One Counseling
- Volunteer Work – Response to Issues Inquiry
- Volunteer Work – Community Event Management
- Volunteer Work –Conducted Group Educational Session
- Volunteer Work – Fraud/Abuse Investigation & Referral
- VW- Research/Responding to Complex Inquiries
- Volunteer Mgmt- Outreach Development /Marketing



**To also document volunteers' Outreach & Education and inquiry resolution activities in the appropriate areas of SMART FACTS (see chapters 3, 4, and 6)**

7. The **date of contact** will default to the current date. Enter the date the task was actually performed.
8. Leave **Date of Next Contact** blank.
9. Below **Track Volunteer Hours**, in the yellow-colored field beside **New Value**, enter the number of hours this volunteer spent on the indicated task.

These hours are automatically totaled for outcomes #2 and #3 of your OIG Report: "Total number of volunteer training hours" and "Total number of volunteer work hours." ALSO, outcome #1 of the OIG report, "Total Active Volunteers," only counts volunteers who are both entered into SMART FACTS AND have hours recorded in the system for activities conducted during the given report period.



1.  Track Volunteer Hours	
Last Value	N/A
New Value	0
Time Spent on Contact:	N/A

**IMPORTANT:** Record volunteer time here in HOURS. Portions of an hour (minutes) can be recorded in decimals. For example, enter **.5** for a half hour or **.25** for 15 minutes. You **MAY** count travel time to and from the volunteer activity when calculating volunteer hours.

10. Enter **Non-Reimbursed Mileage** in miles (not dollars) in the yellow field beside **New Value**. Remember to enter a zero if there were no miles driven

2.  Non-Reimbursed Mileage	
Last Value	N/A
New Value	0
Time Spent on Contact:	N/A
3.  Other In Kind Contributions	
Last Value	N/A
New Value	\$ 0
Time Spent on Contact:	N/A

**Notes here:**

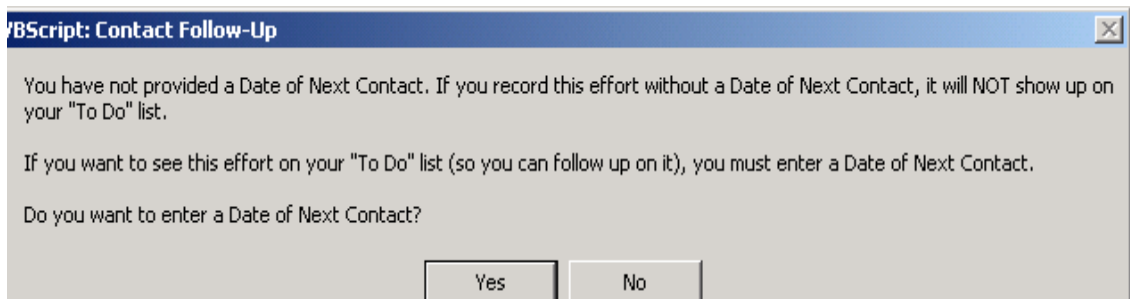
11. Enter the dollar amount of **Other In-Kind Contributions**, if applicable, and explain what the contribution was under **Notes**.

12. When record is complete, you must choose a Save option.
  - a.) If you are entering multiple hours or contributions for the same individual, click on **Save & Record Similar Effort**.
  - b.) If you are finished and have no additional information to report, click on **Save Effort & Close**.
  - c.) If you want to View/Edit the individual volunteer record after saving, click on **Save & Manage Entity**.

Last Value	5.5
New Value	2
Time Spent on Contact:	N/A
<b>2. Non-Reimbursed Mileage</b>	
Last Value	0
New Value	30
Time Spent on Contact:	N/A
<b>3. Other In Kind Contributions (Last Effort: \$0)</b>	
Last Value	\$0
New Value	\$ 20
Time Spent on Contact:	N/A

Notes:

13. A pop-up message may appear. Click on **No**, since you will not need to record a Date of Next Contact.

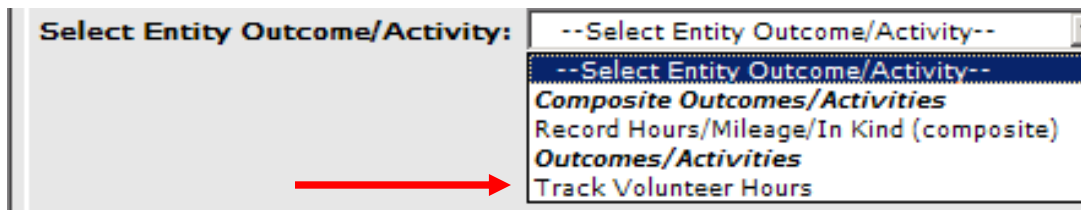


➤ **Track Volunteer Hours Option**

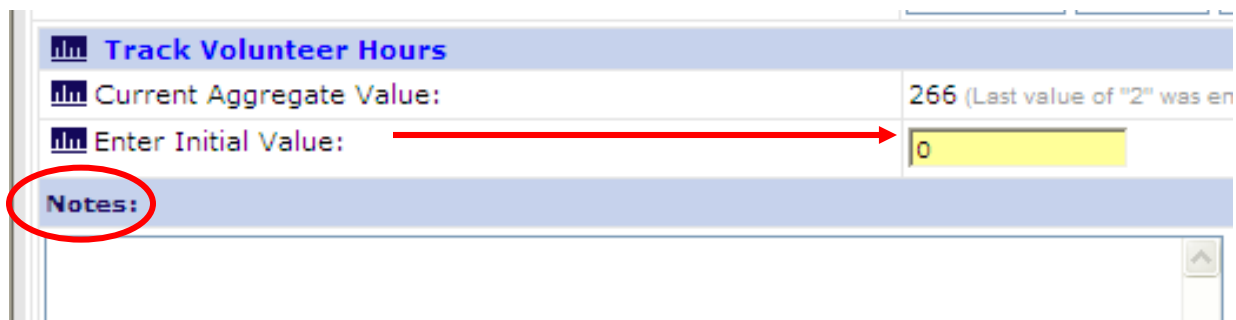
If the volunteer has contributed hours **only** (not mileage or other in kind support), you can make this selection from the **Record Entity Efforts** screen.

[Note: It is fine to use the *Record Hours/Mileage/In Kind (composite)* option instead, even if you only need to record hours. However, using *Track Volunteer Hours* brings up a shorter list of data entry fields and can save time.]

1. Click on **Track Volunteer Hours**.



2. Click on **Submit**
3. Next to the **Contact location/method** field, click on the drop down menu to select the appropriate volunteer activity. Your selection here automatically codes the volunteer’s time according to the Bureau of Labor and Statistics OES tables that are mentioned earlier in this chapter (see appendix also).
4. Set the **Date of Contact** to the date that the task was performed. You will leave the **Date of Next Contact** blank.
5. Below **Track Volunteer Hours** in the **Enter Initial Value** field, enter the number of hours that the volunteer performed the task. The hours entered here will contribute toward your **OIG Report** totals and volunteers with hours recorded will be considered “active” for outcome #1 of the **OIG report**. Remember to enter portions of an hour in decimals: **.5** for a half hour, **.25** for 15 minutes, and so on.



6. For future reference, you may wish to describe the task in **Notes**, though it is not required.

7. Next, choose a Save option.

a.) If you are entering multiple efforts for the same volunteer, click on **Save & Record Similar Effort**.

b.) If you have no additional information to enter for this volunteer, click on **Save Effort & Close**.

c.) Click on **Save & Manage Entity** to save your work and View/Edit the volunteer record.

The screenshot displays a web-based form for entering volunteer information. The form is titled 'Details' and contains the following fields:

- Entity:** Gloria Fake
- Contact Location/Method:** Volunteer Work - Community Event Management
- Date of Contact:** Oct 8, 2007
- Date of Next Contact:** -Month- -Day- -Year- +1 | +7 | +30 | +90
- Track Volunteer Hours:**
  - Current Aggregate Value:** 0
  - Enter Initial Value:** 1.5
- Notes:** Set up for the Clay County Health Fair.

At the bottom of the form, a red oval highlights three buttons: 'SAVE EFFORT & CLOSE', 'SAVE & RECORD SIMILAR EFFORT', and 'SAVE & MANAGE ENTITY'.

8. If a warning pop-up appears, asking you to choose a "Date of Next Contact" for your "To-Do List," the most common answer would be **No**. The "To Do List" is generally not useful in the *Volunteer Tracking and Management* program.

9. You will be notified that your effort has been recorded in the system. Click **OK**.

### **Record Batch Volunteer Hours/Training**

This feature will allow you to record training activities, work activities, and hours for multiple volunteers at the same time. You can record volunteer efforts in a batch IF the volunteers whose effort you are recording were involved in the same activity on the same day. It should be noted, however, that this option may not be convenient if you have many volunteers in your system. When using the "Batch" feature, you will need to "zero-out" pre-populated data for volunteers who were not involved in the particular activity for which you are entering hours. This will be further demonstrated in the following instructions.

The **Record Batch Volunteer Hours/Training** data entry option would be considered in the following examples:

- A group volunteer training and orientation session;
- A Health Fair involving the efforts of several volunteers;
- A large toolkit assembly project.

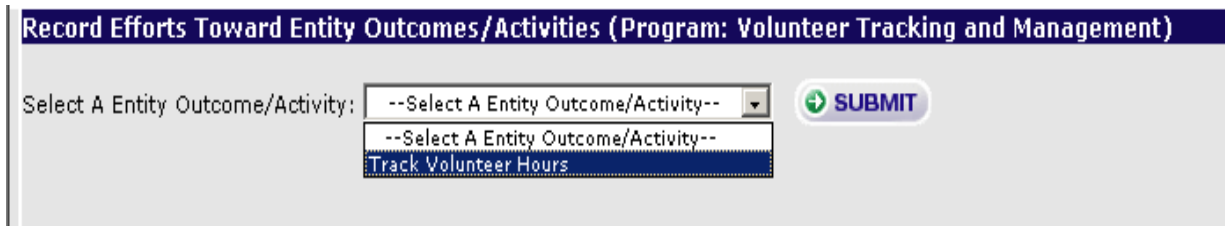


**Remember:**  
they must have been performing the same task on the same day.

1. Select **Volunteers** from the navigation bar.
2. Select **Record Batch Volunteer Hours/Training**.
3. Click on the check box next to **Individuals**



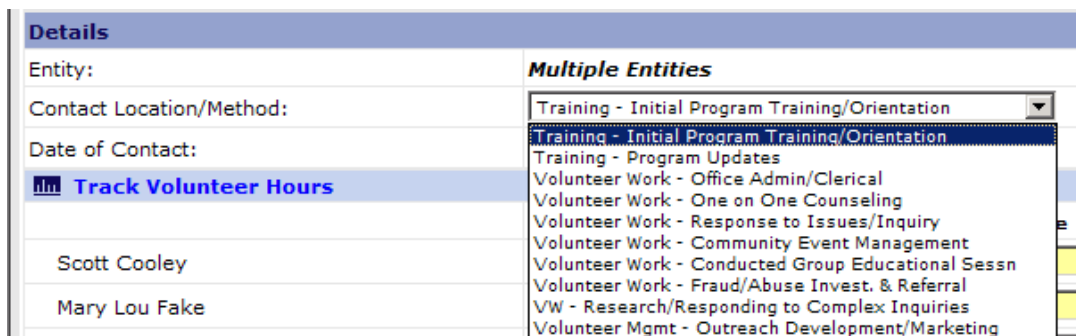
4. Click on **Submit**.
5. From the **Select A Entity Outcome/Activity** drop down menu, click on **Track Volunteer Hours** (the only option), then click on **Submit**.



6. From the **Contact Location/Method** drop down list, select the applicable activity that your group of volunteers performed. This information will inform items #2 and #3 of your OIG Report regarding total volunteer hours.



OIG



7. Next, enter the date the activity occurred for **Date of Contact**.


Notice that the field auto-fills with the current date, so you will have to edit the information to reflect the date the activity actually occurred. Since OIG report is based upon a specific time period, an accurate OIG report depends upon the accurate entry of dates.




**Details**

Entity: *Multiple Entities*

Contact Location/Method: Training - Initial Program Training/Orientation

Date of Contact:  Oct 11 2007

8. The **New Value** fields are pre-populated with data from the previous batch data entry session. **YOU WILL NEED TO ZERO-OUT PRE-POPULATED VALUES FOR VOLUNTEERS WHO DID NOT PARTICIPATE IN THE ACTIVITY FOR WHICH YOU ARE ENTERING BATCH HOURS!**



<b>Track Volunteer Hours</b>		
	<b>Current Aggregate Value:</b>	<b>New Value</b>
Scott Cooley	13	0
Mary Lou Fake	3	3
Maisie Howard	26	2
The Boss	18	0
Steve Butz	18	0
Joli Crowder	42	4
Mr. Jolie Crowder	22	0
Ginny Fake	2.5	2.5
Ms. Practice Fake	8	8

Notice also that every volunteer in your system is listed, in alphabetical order. If you use the **Batch** feature, you must to scroll through your entire list of volunteers to make sure there is a zero in the space beside every volunteer who did NOT participate.

**IMPORTANT:** You must gauge whether this option actually saves you time compared to entering the volunteer hours on an individual basis, as explained in the previous sections of this chapter. Hasty data entry when using this batch feature could result in over-reporting of volunteer hours and active volunteers on the OIG report.

- In the **New Value** column, enter the **time (in hours, using decimals for portions of an hour)** for each of the individuals who contributed time to the particular task you have selected. In the example below, 2.5 was entered for Maisie Howard, Steve Butz, Joli Crowder, and Ms. Practice Fake, who each contributed 2 ½ hours for the same activity on the same day.

Track Volunteer Hours		
	Current Aggregate Value:	New Value
Scott Cooley	13	0
Mary Lou Fake	3	0
Maisie Howard	26	2.5
The Boss	18	0
Steve Butz	18	2.5
Joli Crowder	42	2.5
Mr. Jolie Crowder	22	0
Ginny Fake	2.5	0
Ms. Practice Fake	8	2.5
Margaret Jones	2	0

**NOTE:** These hours will be added to the totals found in outcomes #2 and #3 of the OIG report. Also, volunteers with recorded hours will count toward outcome #1 of the OIG report.



OIG

- Record any applicable **Notes**, as desired.
- Click on **Record Effort**.
- Click on **OK** in response to the confirmation message.

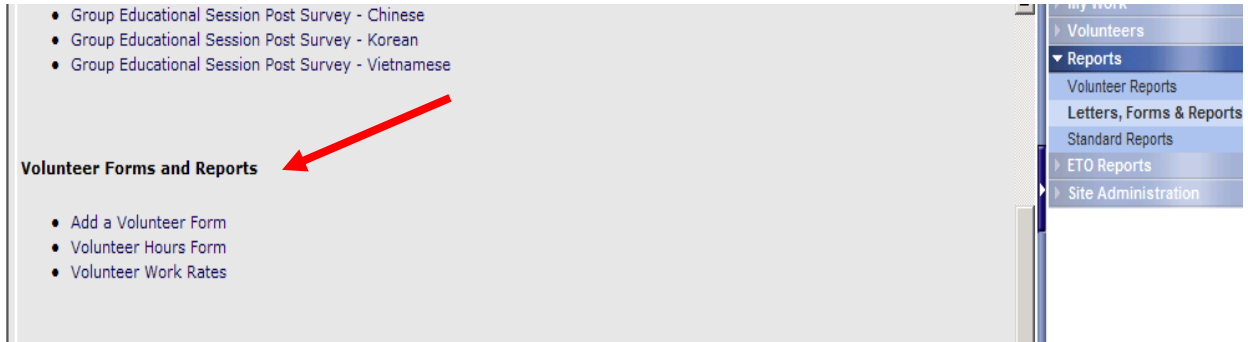
**Volunteer Forms**

For practical purposes, most SMPs will need to collect hard copy information from volunteers for later data entry into SMART FACTS. Hard copy forms can be printed directly from SMART FACTS; or, SMPs may wish to open and save these forms to their hard drive. The latter option can save time if you want to print a saved form and are not already logged onto SMART FACTS. Also, it allows you to customize the forms with logos, additional information, additional questions, etc. The SMART FACTS forms are Microsoft Word documents. You can use the forms available within SMART FACTS or create your own. The specific forms in SMART FACTS are for convenience; they are not required.

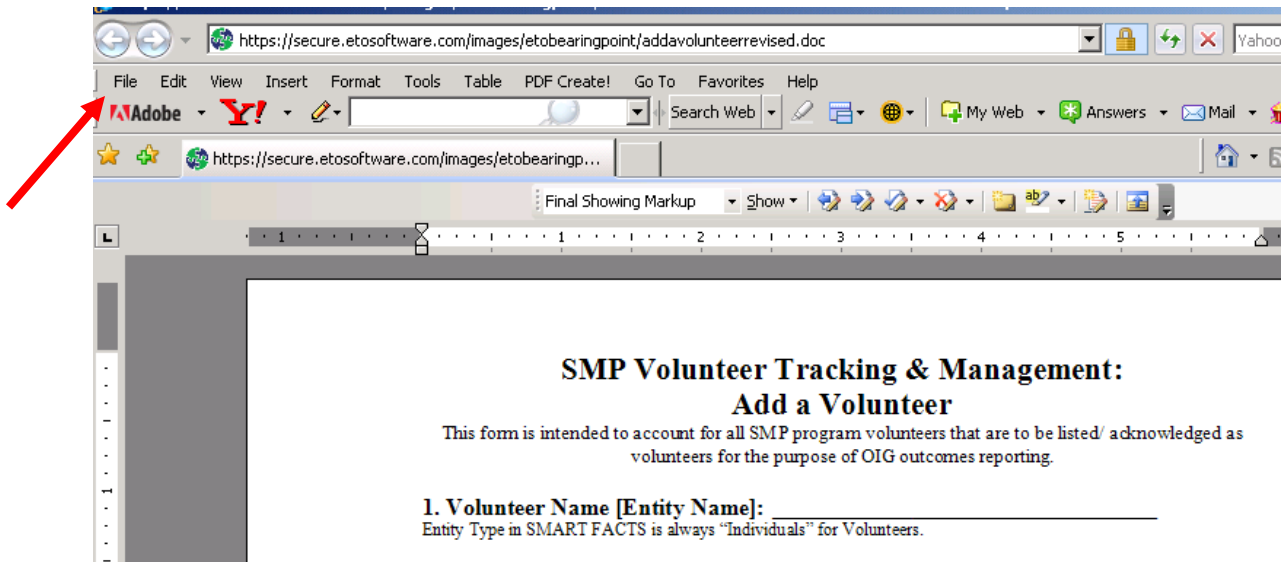
**Add a Volunteer Form**

SMPs may wish to have the volunteers complete this form when they join the SMP program or attend their first orientation.

1. Select **Reports** from the navigation bar.
2. Select the **Letters, Forms, & Reports** sub-topic.
3. Scroll until you see the list of **Volunteer Forms and Reports** on the left side of the screen.



4. Click on **Add a Volunteer Form**.
5. A pop-up window will appear, asking **Do you want to Open or Save this file?** To view and print the form from within SMART FACTS, choose Open. To save the form to your hard drive, choose Save.
6. Below is the **Add a Volunteer Form** opened directly from within SMART FACTS. Click on "File" to access your computer's print function.



## **Volunteer Hours Form**

Most SMPs will find it necessary to collect information about volunteer activities, time spent, non-reimbursed mileage, and other in-kind contributions on a paper form. The Volunteer Hours Form, also a Microsoft Word document, contains all the information needed for later data entry into SMART FACTS.

To access the **Volunteer Hours Form**:

1. Click on **Reports** in the navigation bar.
2. Click on the **Letters, Forms & Reports** sub-topic.
3. Scroll until you see the list of **Volunteer Forms and Reports** on the left side of the screen.
4. Select the **Volunteer Hours Form**.
5. After clicking on the form, a pop-up window will appear, asking **Do you want to Open or Save this file?** To view and print the form from within SMART FACTS, choose Open. To save the form to your hard drive, choose Save.

**Chapter 7** contains instructions for creating **Volunteer Tracking and Management** program reports and also for using additional SMART FACTS data management features (editing, deleting, reviewing, etc.).