



Volunteer

USO VOLUNTEER HANDBOOK



A MESSAGE FROM THE PRESIDENT OF THE USO

Dear USO Volunteer:

You and your fellow volunteers provide the heartbeat of this organization. Every single day you let our service members and military families know that their country supports them. That is a unique responsibility and the USO is unlike any other organization in the world. Our volunteers ensure that we continue to deliver on our mission to strengthen America's military service members by keeping them connected to family, home and country throughout their service to the nation.

This handbook is a guide to acquaint you with the USO's values, policies and procedures as well as your responsibilities as a USO volunteer. I hope it will answer most of your questions about the USO. But, if you have any questions or want further clarification about any of the topics covered in this handbook, please contact a member of your USO center's staff or our Volunteer Department.

A successful USO experience begins with you. We would not be able to accomplish our goals if it were not for the ongoing devotion you and tens of thousands of volunteers like you bring to us. Thank you for all you do to support the people we serve.

With grateful appreciation,

A handwritten signature in black ink, which appears to read "JD Crouch, II". The signature is fluid and cursive, written in a professional style.

Dr. JD Crouch, II
President & CEO



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DISCLAIMER

This USO Volunteer Handbook provides information to you, as a USO volunteer, about certain terms and conditions of your volunteer service. It is not, and should not be considered, a contract. Your continued service as a USO volunteer, and the conditions of such service, is solely within the discretion of the USO. The handbook summarizes major policies and programs related to your volunteer service. Additional information about many of these policies and programs is available from the Office of Volunteer Operations at 703-908-6400 or volunteers@uso.org. Please take advantage of those resources to assure that you are fully aware of your rights and responsibilities as a USO volunteer.

While the USO will make every effort to keep the volunteer handbook current, the information and policies described in this handbook may be changed in any way at any time at the sole discretion of the USO. You are responsible for complying with current USO volunteer policies at all times.



***THE USO'S MISSION IS
TO STRENGTHEN AMERICA'S MILITARY SERVICE MEMBERS
BY KEEPING THEM CONNECTED TO FAMILY, HOME AND
COUNTRY THROUGHOUT THEIR SERVICE TO THE NATION.***



USO OVERVIEW



ABOUT THE USO

The USO is a voluntary, civilian nonprofit organization, chartered by Congress, through which the people of this Nation may serve the men and women in the U.S. Armed Forces in peace or war, within or without the territorial limits of the United States.

The USO provides a wide variety of programs and services to military personnel and their families, supplementing and otherwise assisting the U.S. Armed Forces in programs relating to health, welfare, recreation, and morale.

WHO WE SERVE

The USO's primary constituent groups are active duty military members and their families.

USO HISTORY

In 1940, as America's military was rapidly growing in response to the increasing threat that preceded entry into World War II, President Franklin Delano Roosevelt challenged six private organizations — the Young Men's Christian Association, the Young Women's Christian Association, the National Catholic Community Service, the National Jewish Welfare Board, the Traveler's Aid Association, and the Salvation Army — to handle the on-leave recreation needs of members of the United States Armed Forces. These six organizations pooled their resources, and the United Service Organizations — which quickly became known as the "USO" — was incorporated in New York State on February 4, 1941. One of USO's early supporters was Prescott Bush, who helped raise millions of dollars to support the organization's mission. He is recognized in USO's Warrior and Family Center at Walter Reed National Military Medical Center in Bethesda, Maryland, which opened in 2013.

By 1944, USO locations were operating in more than 3,000 locations throughout the United States, primarily staffed by the USO's most valued resource: volunteers. President Roosevelt became the first USO Honorary Chairman, a position that has been accepted by every American President since.

Early in 1941, entertainment industry professionals helped the USO begin "Camp Shows," with the entertainers waiving compensation and agreeing to sometimes difficult working conditions to bring live entertainment to the service members at bases in the United States. With America's entry into World War II, "USO Camp Shows" expanded to bring live entertainment to Americans fighting overseas. Between 1941 and 1947, more than 7,000 "soldiers in greasepaint" performed an impressive 428,521 USO shows. The USO show concept has endured and continues today as "USO Entertainment Tours."

During World War II, USO locations around the country provided a place for service members to relax, enjoy a snack, and obtain travel information and assistance during their deployments away from home. And, as it continues to do to this day, the USO provided comfort and support to America's wounded, ill, and injured service members.

The first overseas "USO Canteen" was established in Rome following the Allies' liberation in 1943. The Canteen served American service members in the midst of World War II.

In 1946, Julia M.H. Carson published "Home Away From Home: The Story of the USO," which documented the USO's contributions to sustaining the morale of America's service members around the world during World War II. On May 1, 1946, the Secretary of War and the Secretary of the Navy recognized the USO for its "unique and outstanding services during World War II," in



“coordinating the religious, educational, and welfare services of its six national member agencies for the Armed Forces and for especially critical war production areas,” and expressed appreciation for the USO’s patriotic service and “substantial contributions to the successful prosecution of the war and to the strengthening of the basic values of American democracy.”

On December 31, 1947, President Harry S. Truman thanked the USO for fulfilling its mission with “distinction” and granted the USO an honorable discharge from active service. However, with the onset of the Cold War, America maintained a large peacetime military force with both recreational and morale needs. A Civilian Advisory Committee recommended to President Truman that either the USO be reactivated or another civilian agency be created for the same purpose. January 1, 1949 marked the beginning of USO’s peacetime operations under the leadership of Mr. Harvey S. Firestone, Jr., as President.

At the beginning of the Korean War, the USO was called upon once again to provide social, recreational, and morale support for America’s service men and women. A “Memorandum of Understanding” (“MOU”) was entered into between the USO and the United States Department of Defense (“DoD”). Under its terms, the USO became solely responsible to the President of the United States and the Secretary of Defense for the discharge of its responsibilities.

During the Korean War, 294 USO facilities were in operation, both stateside and overseas. By the end of the 1950s, the USO had established itself as a permanent organization dedicated to serving the social and recreational needs of service members around the world.

Following the Korean War, America’s troop strength remained high as Cold War tensions grew. However, charitable donations to the USO steadily decreased. A survey was commissioned to determine if there was a need for a voluntary civilian program to serve the military in peacetime. A study was conducted and, as a result, it was determined that a USO was needed, “not merely during wartime, but perhaps even more certainly during the cold war or ‘normal peacetime,’ both in the United States and overseas.” As a result of this study, many USOs in larger cities became independently incorporated affiliates (now known as “Chartered Centers”), chartered by the USO, but responsible for their own day-to-day management and fundraising, while the national USO, then headquartered in New York, focused on supporting USO centers overseas.

Lingering doubts about the need for the USO vanished with the rapid buildup of troops in Vietnam. The USO opened its first center in Saigon in September 1963. In 1965, the USO announced plans to expand its services in South Vietnam, a decision welcomed by President Lyndon Johnson. At the beginning of the U.S. withdrawal in 1972, the USO had 18 centers in Vietnam and seven in Thailand. Entertainers performed 5,600 USO Shows in Vietnam between May 1965 and June 1972, highlighted by eight consecutive Bob Hope Christmas Shows. The unpopularity of the Vietnam War at home made USO centers and shows all the more important to America’s fighting force.

Public financial support of the USO again declined following the U.S. withdrawal from Vietnam. The United Way and the DoD jointly commissioned a Blue Ribbon Study Committee to determine if the USO had become obsolete as a result of the initiation of the “all volunteer armed forces.” The Committee concluded that “if there were no USO, another organization would have to be created” to replace it. “Isolation of the military from civilian influences is not, we believe, in the interest of this nation.” With this endorsement, the USO reemerged in the



early 1970s with programs and services designed to meet the changes in the military population, specifically, the all-volunteer force.

During the 1970s, outreach programs for the increased number of military families began worldwide. USO shows for service members stationed around the world continued. More USO locations were established in airports to meet the needs of military travelers. Finally, USO job assistance programs began for men and women leaving the military.

In 1977, USO's headquarters relocated to Washington, D.C., underscoring its role as a national civilian agency through which the American people may support the United States Armed Forces. The original six founding agencies withdrew, leaving the USO independent. On December 20, 1979, President Jimmy Carter signed the USO Congressional Charter into law (Title 36, U.S. Code, Chapter 45), and the USO became incorporated in the District of Columbia.

In the early 1980s, tours by Lou Rawls and Loretta Lynn revived the USO's entertainment momentum. In 1983, Bob Hope and his USO Christmas Show entertained sailors and Marines off the coast of Lebanon. Major rock musicians also began touring for the USO. In 1984, a large USO center opened in Haifa, Israel, and USO centers in Europe, the Pacific, the Caribbean, and the Far East continued to provide the USO's signature programs and services. On November 9, 1987, the terms of a new DoD MOU recognized the USO as the principal channel representing civilian concern for U.S. Armed Forces around the world.

Terrorism touched the USO directly on April 14, 1988, when a car bomb exploded outside the USO Fleet Support Center in Naples, Italy. The Center was destroyed, and the bomb killed five people, including the first woman in the U.S. Navy to die in a terrorist attack.

In 1990, Iraq's invasion of Kuwait prompted a massive buildup of U.S. troops in Saudi Arabia and the Persian Gulf. The USO opened operations in Saudi Arabia, while providing stateside support for families of those deployed to the Middle East in support of Operations Desert Shield and Desert Storm. Numerous celebrity entertainers — including Bob Hope, Steve Martin, and Jay Leno — volunteered their talent to the USO. USO mobile canteens — large 4-wheel drive trucks with snacks, drinks, movies, and much more — rumbled over desert terrain to bring a "touch of home" to American service members. After Desert Storm, the USO opened centers in Dubai and Bahrain, primarily to support sailors and Marines during port visits.

In 1991 the USO celebrated its 50th anniversary with the publication of "Always Home: 50 Years of the USO—The Official Photographic History" by Frank Coffee, published September 1, 1991. The anniversary celebration included the release of a commemorative USO silver dollar that was showcased on Saturday, June 8, 1991, as part of the victory parade and presidential review of the service members returning from the Desert Storm conflict in Kuwait and Iraq.

The 1993 U.S. peacekeeping effort in Somalia resulted in the opening of a USO center in a battle-scarred building at the Mogadishu airport. USO programs and celebrity entertainment shows were quickly mobilized. The USO established a "Standard Operating Procedure" with Central Command, followed by a similar document with Headquarters, Eighth United States Army, which outlined the parameters for USO participation in future military endeavors.

In 1994, the USO supported the U.S. peacekeeping initiative in Haiti by delivering items and providing entertainment for service members. In 1996, a USO center was opened in Kaposvár, Hungary, and, in 1997, in Taszár, Hungary, as American service members were assigned to



restore and maintain peace in Bosnia. A USO mobile canteen began providing services for Bosnia-area service members in November 1997.

During 2002 and 2003, USO employees and volunteers were challenged in ways that brought out the best of their strengths and skills to meet the increasing needs of service members deployed to support Operation Enduring Freedom in Afghanistan and Operation Iraqi Freedom. USO opened new centers at airports to serve the service members in transit. In 2002, USO — in collaboration with its chartered affiliate, USO of Metropolitan Washington-Baltimore — launched Operation USO Care Package, and over the next four years alone, USO volunteers, with the help of corporations and their employees, and even members of Congress, assembled more than one million care packages for service members serving overseas. In 2003, USO established USO Operation Phone Home, ramping up its provision of free, international phone cards for service members to call their loved ones back home.

In 2002, the USO brought its morale-lifting programs and services to the “tip of the spear,” and began producing celebrity entertainment tours in Afghanistan and Iraq. Between 2002 and 2006, the USO executed at least 51 celebrity tours, entertaining at least 342,561 remotely deployed troops, including performances by Robin Williams, Arnold Schwarzenegger, Bruce Willis, David Letterman, and James Gandolfini. In 2007 alone, the USO brought 22 celebrity tours to Afghanistan and Iraq, entertaining 119,443 service members, including performances by Toby Keith, Gary Sinise, Kidd Rock, Miss USA, and the Dallas Cowboy Cheerleaders.

The USO began operating centers in combat theaters to better support service members, opening its first center in Afghanistan in 2005, and its first center in Iraq in 2008. In 2009, the USO started delivering its “USO in a Box” units to forward operating bases in Afghanistan, and also delivered 200 USO2GO kits to remotely deployed service members. By 2011, the USO was operating five centers in Iraq and seven centers in Afghanistan. In 2011, 2012, and 2013, USO personnel traveled “outside the wire” in armed military convoys and by helicopter to bring gifts and holiday cheer to service members in remote combat areas in Afghanistan. In 2012 alone, troop traffic in the USO’s nine Afghanistan centers reached 2,025,062 visits by service members.

In 2008, the USO launched the Sesame Street/USO Experience for Military Families. This performance tour evolved to feature a new character named Katie, a military child who is moving to a new place. Through the power of song and dance, the tour has skillfully taken its message of facing fears and embracing change to more than 500,000 service members and military families. By November 2014, the tour performed more than 893 shows on 147 military installations in 33 states and 11 countries.

In 2010, the USO began collaborating with the DoD and the U.S. Olympic Committee to support the Warrior Games, an annual competitive sporting event for more than 200 wounded, ill, and injured service members and veterans. As part of the USO’s commitment to providing a continuum of care for America’s service members and their families, the USO not only sponsored the Warrior Games, but also provided USO staff on the ground to give the wounded warriors and those hosting the event any help they need.

In 2012, President Barack Obama and the National Endowment of the Arts presented the USO with the National Medal of Arts, in recognition of the USO’s 71 years of service to America’s members of the armed forces and their families through the arts. The presentation was accompanied by the following pronouncement: “The USO continues to support members of our Armed Forces by bringing iconic American artists to share the sights and sounds of home with



service members stationed around the world.” The Medal is the highest award given to artists and arts patrons by the U.S. government, and the USO is the only military charity to have received this honor.

By 2013, the USO was operating eleven centers in Afghanistan, including forwarding operating base support. In 2013 alone, worldwide troop traffic at USO centers reached 8.2 million. More than 29,000 USO volunteers gave 1.5 million hours in service to America’s service members and their families. The USO deployed 123 celebrity entertainers on 103 tours to 15 states and 24 countries — including 13 tours to combat zones — lifting the spirits of more than 254,000 service members and their families. By November 2014, the USO delivered 2,447,412 care packages to service members serving away from home as part of Operation USO Care Package, and sent 1,425 USO2GO kits to remotely deployed service members.

By January 2015, there were 18 USO owned and operated centers with 35 locations and 19 USO Chartered Centers with 70 locations in the continental United States, as well as 17 USO owned and operated centers in Europe (including USO Kaiserslautern, the USO Rhein Main Area, USO Naples/Rome, and USO Vicenza), 17 USO owned and operated centers in the Pacific (including USO Guam, USO Hawaii, USO Japan, USO Korea, and USO Okinawa), and 8 USO owned and operated centers in Southwest Asia (including USO Dubai, USO Abu Dhabi, USO Camp Buehring, USO Camp Arifjan, USO Bagram East and the Pat Tillman Center, USO Kandahar and USO OB Fenty).

Even where the USO does not have a center, the organization continues to provide support to America’s deployed service members, through programs such as the Mobile Entertainment Gaming System program (a portable, self-contained, highly durable multimedia platform created to accommodate four service members simultaneously, which supports Xbox® 360, Sony PlayStation® 3, and the Nintendo® Wii™). In remote locations, such as Australia, USO’s field teams provide local commands with access to rooms equipped with free Internet and phones, cable television, videogames, and snacks. In Europe, the USO offers temporary, center-like support for non-combatant evacuation operations. The USO’s mobile program also provides assistance in disaster and crisis situations, such as during Hurricane Sandy, when the USO delivered morale-lifting services to the National Guard command center for the more than 4,000 members deployed to the New York and New Jersey areas.

The USO has continued to provide a vital role in support of the rehabilitation and reintegration of America’s injured service members as they and their families navigate the road to recovery. In April 2003, the USO opened a center in the Contingency Aeromedical Staging Facility (“CASF”) at Ramstein Air Base in Germany, to provide a home away from home for wounded service members that are staged within the CASF facility as they transit back to the United States for further medical treatment. In October 2008, the USO completed construction of a USO Warrior Center at Landstuhl Regional Medical Center in Germany to enhance the quality of life of injured service members during their stay at the Medical Transition Detachment. In February 2013, the USO opened its first Warrior and Family Center at Fort Belvoir, Virginia, and in April 2014, the USO also opened a USO Warrior and Family Center at Walter Reed National Military Medical Center in Bethesda, Maryland. Both USO Warrior and Family Centers are designed to provide wounded, ill, and injured service members, their families, and caregivers with a place to relax, prepare a meal, celebrate family events, and just have fun during the recovery process, away from the grind of a hospital setting. These centers offer state-of-the-art facilities for recreation, respite, and education, featuring music rooms, sports lounges, gaming centers, kitchens, healing gardens, computer labs, and classrooms.



The USO's commitment to be America's link to our men and women in uniform has withstood the test of time. The USO continues to be agile and responsive to the ever-changing circumstances faced by service members and their families, while drawing upon the passionate support of millions of citizens. As the needs of our Armed Forces dictate, the USO will maintain, establish, relocate, or close centers, and reallocate resources to better serve the military wherever they are serving our country. With the continued dedication of the USO's staff, Chartered Centers, and legion of volunteers, and the charitable financial support of millions of individuals, corporations, and other charitable organizations, the USO will continue to provide its special brand of comfort for as long as military personnel are in service to our country.



VOLUNTEERING WITH THE USO



VOLUNTEERING WITH THE USO

From Kaiserslautern to Dubai to Guam to St. Louis, volunteers are a valuable resource for the USO. Some volunteers participate in one-time events while others play ongoing roles in our worldwide locations. The USO could not fulfill its mission without the dedication and support of nearly 30,000 volunteers across the globe who give close to 1.5 million hours of service annually.

ELIGIBILITY

Volunteer positions are open to all individuals who meet the qualifications established for each assignment regardless of race, color, religion, sexual orientation, gender, national origin, age, veteran status, or condition of disability.

USO STATEMENT ON VOLUNTEER SERVICE

Serving America's members of the armed forces and their families is a privilege. Volunteers serve at the sole discretion of the USO and the organization may elect to engage or discontinue a volunteer's services at any time and for any or no reason. Completing a volunteer interest form does not guarantee engagement in USO volunteer activities.

VOLUNTEER ROLES, PLACEMENTS, REQUIREMENTS, AND RESPONSIBILITIES

Volunteer Roles

Volunteers play a critical role in strengthening America's military service members by connecting them to family, home and country throughout their service to the nation. Volunteers do this by delivering key programs to USO constituencies.

The role of USO staff is to manage the strategic and operational directions of the organization. Volunteer programming is part of this managerial structure, and volunteers report to paid staff.

The success of the USO depends on a strong partnership between volunteers and paid staff, and input by volunteers is valued and welcomed. Strategic and operational decisions, however, are ultimately the responsibility of USO's management.

As this handbook outlines, volunteers are expected to commit to their service within the USO's guidelines and policies.

Volunteer Placements

Each volunteer goes through a placement process that may be as easy as showing up for a one-time event with a military unit or school group, or as comprehensive as completing a volunteer interest form, submitting to a background check, interviewing for an assignment, signing a volunteer agreement, and/or completing orientation and training.

Volunteer Interest Form: The volunteer interest form is designed to gather basic contact information from potential volunteers. Most volunteers will be required to complete an online volunteer interest form at Volunteers.USO.org, the USO's web-based volunteer tracking and management system.



Placement Interview: Most individuals applying to become a USO volunteer will be asked to interview first with a lead volunteer or staff supervisor before becoming an active volunteer. This is to ensure that the needs of the USO are a good fit with the skills, talents and interests of the prospective volunteer.

The USO makes every effort to place volunteers in assignments that match the individual's interests, skills and talents so volunteers can have the best experience possible. However, there may be times when all our volunteer assignments are filled, or when we don't have a position available that matches an individual's unique skill sets. In those situations, volunteers may be placed on a wait list until an appropriate assignment opens up.

Requirements

Volunteers.USO.org: Volunteers in most USO locations are required to register through the organization's online tracking and management system found at Volunteers.USO.org. Here, the volunteer is able to make changes to his or her personal profile, access online training modules, sign up for opportunities and shifts, and log their service hours. By managing their personal information, schedules, and service hours online, volunteers play a critical role in alleviating some key administrative burdens from USO staff, which helps the entire team focus more attention on serving our nation's service members and families.

Volunteer Orientation and Training: Most USO locations require prospective volunteers to attend an orientation either prior to volunteering with the USO or at the time of their placements. In addition, most volunteers are required to complete online orientation and customer service training modules found on Volunteers.USO.org. Other assignments may require more in-depth training on subjects such as food handling or center-specific operations. Volunteers will learn more about the orientation and training requirements during the placement process.

Background Checks: Many locations and assignments require volunteers to submit to a background check. When the volunteer attends an orientation, they will learn more about specific USO requirements on background checks.

Transportation Security Administration (TSA) and Installation Security: Volunteers are required to comply with all TSA and installation security regulations, including security screening requirements, applicable to accessing and operating at USO facilities. Volunteers may not use their USO status or badge credentials to circumvent TSA or other installation security processes, cut into screening lines, or access prohibited space.

Volunteer Agreement: During the online application process potential volunteers are required to accept the volunteer agreement. This agreement is a demonstration of the individual's understanding of and commitment to the USO. A copy of the volunteer agreement can be found in this handbook on page 21.

Tracking hours: Volunteers are required to report their hours in Volunteers.USO.org within 30 days of completing their service. This is a very important element of the USO's commitment toward accountability so we can report back to funders and the community on the valuable contribution volunteers provide to our service members and families.



Travel to and from volunteer assignments should not be logged as volunteer hours. However, volunteers should consult with their tax advisors as to whether miles driven to and from their volunteer assignments may be deducted from their tax returns. Volunteers may track their travel miles to and from their volunteer activities in Volunteers.USO.org.

Managing Schedules: In most centers, USO volunteers are required to sign up online for their shifts through Volunteers.USO.org. If a volunteer removes him/herself from a shift less than 24 hours from that shift, they must immediately notify a USO staff member so a replacement can be found.

Responsibilities

USO Values, Standards of Conduct, and Rights & Responsibilities: The USO seeks volunteers who perform their service with the highest values, standards, and commitment. Volunteers should acquaint themselves with the USO Values, Standards of Conduct, and Rights & Responsibilities, which are all found in this handbook.

USO Volunteer Policies: All volunteers have a responsibility to follow USO volunteer policies and procedures, which can be found in this handbook. Each center may provide volunteers with additional policies unique to that USO location.

Dress, Attendance, and Commitment: Volunteers are expected to dress appropriately, arrive on time, fulfill the entirety of their scheduled shift, and perform all the duties outlined in their opportunity descriptions. Volunteers who do not dress appropriately, report for their assignments, are consistently late or leave early, or who chronically remove themselves from their scheduled service may be subject to performance coaching or be terminated as a USO volunteer.



USO CORE VALUES

The USO core values are recognized as the foundation of our culture, our brand and our operating principles. All USO employees and volunteers, as ambassadors of our mission, are expected to conduct themselves by these eight core values every day. Those values encompass: Mission First, Do the Right Thing, Respect, Excellence, Collaboration, Accountability, Gratitude, and Innovation.

Mission First: Service members' needs and interests are our top priority. Our decisions are based on what is best for service members and their families, and we strive to inspire support for our service men and women. We act in the best interest of sustained achievement of the USO mission.

Do the Right Thing: Our actions and intentions reflect and reinforce the highest moral and ethical standards even if they involve risk or conflict. We demonstrate the courage to present and hear the truth in an appropriate manner and take personal responsibility to ensure our service members and their families receive the support they deserve.

Respect: We recognize and credit the contributions of others and are sensitive to their motivations and feelings. We treat people with dignity and show patience, tolerance, and concern for all. We act with humility and are mindful of the demands we make on others, and strive to be responsive to their requests.

Excellence: Excellence is our goal in everything we do. We strive to exceed expectations and continuously improve processes, programs and services. We set the standard for other organizations and lead by example.

Collaboration: We build strong, mutually beneficial relationships. We involve others in our plans and decisions, maintain a positive and inclusive work environment and make optimum use of the inputs of others. We provide candid, constructive feedback in the interest of improving operations, programs and services. We encourage, recognize and celebrate the success of all people and organizations that provide quality support to service members and their families.

Accountability: We honor our commitments and are good stewards of USO resources. We take responsibility for our actions, admit mistakes and build trust by being honest, responsive and consistent. We work with a sense of urgency to fulfill the USO mission.

Gratitude: We maintain a spirit of thankfulness and appreciation toward those we support and those who provide support. We embrace and encourage a spirit of volunteerism.

Innovation: Our agile and adaptable work environment allows us to find better ways to perform work and provide services and support. We are flexible and proactive and always encourage original thinking.



STANDARDS OF CONDUCT OF THE USO VOLUNTEER PROGRAM

Volunteers who serve to carry out the mission of the USO are expected to uphold the highest ethical standards, always act in the best interest of the organization, and comply with all applicable local, state, federal and country laws and regulations. The standards that pertain to volunteers are consistent with the standards that apply to the employed staff.

Mission and values first. The USO Volunteer Program is built on the values that embrace mission first, doing the right thing, respect, excellence, and collaboration. Volunteers should look to these values to guide their behavior and implementation of duties.

Gifts, fees, and gratuities. USO service should provide support to the organization's mission and goals and give personal enrichment and personal satisfaction to the volunteer. Volunteers may not accept any gifts, fees or gratuities for themselves or for any member of their immediate family or household in connection with their USO service other than officially sanctioned recognition gifts from the USO. Volunteers are prohibited from accepting gift cards as tokens of appreciation from any source, including the USO in connection with their service as a USO volunteer. If volunteers have questions about items given to them from a visitor, the public, or others as a result of their volunteer activity, they should immediately consult USO staff for guidance.

Confidentiality. Because of the special character of the USO and access to its facilities, programs, donors, and constituents, volunteers are required to respect the confidentiality of their positions and any confidential information to which they may have access by virtue of their positions as USO volunteers. Volunteers may not disclose any confidential information to anyone not authorized to receive such information or to use any such information without the express written consent of the USO. Confidential information includes, but is not limited to: internal communications; information about and communications with USO employees and volunteers, including emails; USO business plans; contributor lists; mailing lists; volunteer lists and personal contact information on volunteers; marketing materials; information about parties having business dealings with the USO; personal information on members of the armed forces and their families utilizing USO's programs, services and facilities; information on troop movements; personal information on staff members.

Financial benefit. Volunteers, including immediate family or household members, must not benefit financially or commercially as a result of the volunteer's status with the USO. Volunteers may not promote any personal business ventures as a result of their volunteer activities.

Influence. Volunteers should always act in the best interest of the USO and refrain from taking any action or making any statement intended to influence the conduct of the USO to the financial benefit of any person, corporation or entity which the volunteer has significant interest or affiliation. This includes attempting to influence legislation, laws, judicial opinions or similar activities.

USO ambassadors. As ambassadors of the USO, volunteers must guard the reputation of the organization with the utmost diligence. Through their words, actions, dress, and demeanor, volunteers are expected to portray a positive image of the USO at all times, and to address issues and solve problems with respect and thoughtfulness. All interactions with service members, their families, and other USO constituencies must portray the USO at the highest level of professionalism and integrity.



Representing the USO publicly. Volunteers are prohibited from giving interviews, providing information to, or conveying the appearance that they have the authority to obligate the USO either through written or oral communications, to the media, legislators, social media, or public outlets concerning the USO or any of its programs, without the express written consent from USO management. All media inquiries should be referred to the Center Manager and USO Media Relations. Volunteers that assist USO centers with their websites or social media are expected to follow the USO's Style Guide. Volunteers must be mindful of how they represent the USO via their personal internet accounts, personal social networking and other forms of public interaction in order to maintain the integrity of the USO. Volunteers should never post pictures or information about troop movements, service members, or their families on personal social media, networking sites, or other public forums. Volunteers may be subject to U.S. Department of Defense regulations concerning photography on military installations. Guidance may be obtained from the installation's Public Affairs Office through USO staff. Volunteers must refrain from wearing USO branded materials at political events, public protests, rallies, or other public venues or media events where they are not officially serving as USO volunteers.

The USO brand. The USO is a trademarked logo. As such, volunteers have an obligation to guard the USO brand with integrity and therefore may not use the USO's name, logo, endorsement, services, or property for their personal advantage or for the advantage of others without the express written consent of the USO. This includes displaying the USO logo at events not officially sanctioned by the USO. Volunteers that assist USO centers with the creation of branded materials are expected to follow the USO's Style Guide, and all materials must be reviewed and approved by USO staff.

Promoting personal views. The USO is a non-partisan organization and serves people from a broad range of political and personal beliefs and backgrounds. Volunteers must be respectful of the beliefs of the people served by the USO and must refrain from promoting partisan politics, religious beliefs or views. As a tax-exempt organization, the USO is prohibited by federal law from participating in any political campaign activities. In addition, USO policy prohibits volunteers – while volunteering at official USO activities or events – from discussing any political issues (including, without limitation, candidates, parties, or policy positions), and from wearing candidate or party buttons, or other political paraphernalia.

Conflicts of interest. To maintain the highest ethical standards, actual or apparent conflicts of interest must be avoided. Volunteers are required to immediately disclose to the USO any personal or financial interests that may be at odds with the organization's best interests. Failure to inform USO staff of a real or potential conflict of interest may result in immediate disciplinary action or dismissal from the volunteer program.

Respectful resolution of concerns. Volunteers are encouraged to work respectfully and professionally with colleagues and their supervisors to give suggestions, improve processes, promote ethical conduct and report unsafe, unacceptable, or illegal practices without fear of retaliation.

Should an issue arise which could compromise the volunteer's ethical standards, or because of the actions of immediate or family household members, create the appearance of an ethical conflict, the volunteer should immediately seek guidance and clarification from his or her center director, executive leadership in the case of chartered centers, or the USO Department of Volunteer Operations.



STATEMENT OF VOLUNTEER RIGHTS & RESPONSIBILITIES

It is my right as a volunteer:

- To have an assignment that is worthwhile and challenging
- To receive the orientation, training, and supervision needed to do the job
- To feel that my efforts have real purpose and contribute to the USO's mission
- To receive useful feedback and evaluation on the volunteer work that I perform
- To be treated with respect and as a partner within the organization
- To be trusted with the information necessary to carry out my assignment
- To be kept informed about relevant matters within the organization
- To expect that my time will not be wasted because of poor planning or poor coordination by the organization
- To ask any questions that will clarify a task or assignment
- To give the organization input or advice on how to provide better service or build a stronger volunteer program

It is my responsibility as a volunteer:

- To work diligently to fulfill the responsibilities I have accepted and not take on more than I can handle
- To meet time commitments or to provide ample notice so alternative arrangements can be made
- To perform the duties assigned to me to the best of my ability
- To provide input on how my duties might be better performed
- To follow organizational policies and procedures and to support my team, both paid staff and volunteers
- To respect the confidences entrusted to me
- To be open-minded and respectful towards opinions shared with me
- To notify the organization of absences or schedule changes in advance
- To accept reasonable tasks without complaints
- To address problems with my team or supervisor in a respectful, professional manner; to fulfill my duties according to the USO values; and to respect the final decisions of the USO



USO VOLUNTEER AGREEMENT

In consideration for the opportunity to serve as a USO volunteer, I agree to the following:

- The USO volunteer program is built on the values of mission first, doing the right thing, respect, excellence, collaboration, accountability, gratitude, and innovation. I accept these values as a guiding force for my association with the USO.
- I have read the Standards of Conduct of the USO Volunteer Program and I agree to adhere to its principles and values.
- I will abide by all USO policies and procedures described in the USO Volunteer Handbook.
- Volunteer service with the USO is a privilege, and not a right. I understand that my volunteer service is at the sole discretion of the USO and that the USO may elect to discontinue my services at any time and for any or no reason.
- I will respect and comply with the directions and guidance of my staff supervisor, department head or center director. If I have questions or concerns about my volunteer assignment, I will work collaboratively and professionally with the staff in my center or department to resolve those questions or concerns.
- I am a highly valued member of the USO team. Status as a volunteer will make me eligible for rewards and recognition for my volunteer service but does not carry status as an employee or paid contractor of the USO. I understand that volunteers are not eligible to participate in any employee pension, health, vacation pay, sick pay or other fringe benefit plan of the USO.
- My volunteer assignment may, at times, expose me to unique, valuable, proprietary, privileged and/or confidential information. I agree to safeguard and hold this information and not reveal, divulge or make known this information to any other person without express written consent of the USO.
- My acceptance and continuance as a USO volunteer depends upon the successful completion of any probationary period deemed necessary for my position, training, refresher training, and successful performance assessments by the USO.
- I will fulfill the time commitment required of my volunteer assignment.
- I understand that if my USO badge or designation as a USO volunteer gives me special installation, parking, or facility access, it is for USO business only. Using my USO badge or volunteer status to access an installation, parking, or facility for activities other than USO business will result in immediate dismissal as a USO volunteer.
- Any official name badge I receive as a result of my work with the USO is the property of the issuing organization and must be returned when I leave my position with the USO.

I understand this agreement serves as testament to my commitment as a volunteer for the USO.

Volunteer

USO Representative

Date



WORKING WITH GUESTS AND OTHER USO CONSTITUENTS

As a key ambassador of the USO, a volunteer may be the first, and sometimes only, USO representative with whom a guest or constituent comes into contact. As a result, a volunteer alone can set the tone for that person's impression of the USO.

Diversity: Today's military is comprised of service and family members from diverse ethnic, cultural, and religious backgrounds. Therefore, volunteers should always be nonjudgmental, unbiased, and treat each person with whom they come into contact with respect, dignity, and integrity. These are guests in our USO home and should always be addressed with thoughtfulness and common courtesy.

Touching and interacting with guests and constituents: Because of our mission it is easy to feel deeply moved during our USO service. However, volunteers should be highly sensitive about touching, hugging or holding a service member, family member or other USO constituent. Personal contact may be an invasion of that individual's privacy. Volunteers can find many ways to share their care and concern with a service member or others such as offering them food, asking if they'd like to talk, or by giving them time alone. Volunteers should be respectful of and sensitive about personal boundaries of the guests we serve and maintain appropriate personal space.

Upset guests and constituents: Most guests and USO constituents are wonderful, caring people who are very grateful for the service volunteers provide. However, there may be times when someone who comes into a center, attends a special event, or calls the USO is upset or has a complaint.

Volunteers should listen to these individuals as patiently as possible, avoid engaging in an argument, and try to offer reasonable solutions or an alternate such as recommendations for quiet places in the airport to rest between flights, or directions to the nearest food court. As an ambassador of the USO, it is a volunteer's job to help the individual have as positive an experience as possible even if the circumstances are less than favorable.

Visitors with unique needs: USO volunteers may be in a position to assist guests who have unique needs. Many of our centers see wounded warriors, family members living with disabilities, or families of the fallen. For the most part, volunteers should be kind, caring, and welcoming as they would with any other visitor. If volunteers suspect a visitor may be on a difficult emotional journey, they should never ask if something is wrong. Rather, volunteers should ask if there is anything they can do for them. If the visitor doesn't want to talk, volunteers should respect their privacy and just let the visitor know they are there if they need anything.

The USO online customer service training modules found on Volunteers.USO.org offer guidance on handling various visitor situations. If a volunteer has any doubts or questions about how to interact with a visitor or USO constituent, they should consult with their supervisor, center director, or department contact.



VOLUNTEER TRAINING

Volunteers.USO.org, the USO's web-based volunteer tracking and management system, provides online, interactive training modules that orient volunteers to the history, mission, values, standards of conduct, policies, and procedures of the organization. Most volunteers in locations that utilize Volunteers.USO.org are required to complete these online training modules prior to receiving their ongoing volunteer assignments. Many USO locations require volunteers to complete their training within the first 120 days of volunteer service. Each module is approximately 20 minutes long and includes short quizzes to test for understanding. Once the volunteer takes the module, it will be recorded as "completed" in the volunteer's online profile.

Each USO location may set additional requirements for training on topics such as customer service, food handling, center operations, working with families of the fallen, or behavioral health, to name a few. Volunteers may also be required to take refresher training on an annual, bi-annual, or other basis as needed. Volunteers should look to their center leadership for more information on required training.

DISPUTE RESOLUTION

The USO encourages volunteers to raise questions or address problems concerning their service while maintaining a professional manner.

If a dispute arises, volunteers should take their issues or concerns first to their immediate staff supervisor. If the matter is not resolved, they should take their concerns to their department head or center director. USO staff will review the situation and attempt to resolve well-founded volunteer concerns as appropriate.

Every effort should be made to resolve issues promptly and at the most immediate staff supervisory level possible. Dispute resolution may include, but not be limited to, discussions between volunteers, their staff supervisors, center or department head, or executive leadership in the case of chartered centers with governing boards.

If disputes come to the Director of Volunteer Operations, the Director may recommend additional action, send the dispute back to the center for further examination, support staff decisions, or take no further action. The decision of the Director of Volunteer Operations shall be final.

FEEDBACK, SUGGESTIONS, AND IDEAS

One of the benefits of having dedicated volunteers is that they often bring fresh perspectives and creative problem solving skills to their service. Volunteers are encouraged to share their ideas, questions, and suggestions with their supervisors.

Opportunities to provide input may include:

- Annual USO Volunteer Satisfaction Survey – usually conducted online in late Spring or early Summer
- Quarterly or regular volunteer/staff meetings
- Friendly and open work environments where ongoing feedback, suggestions, and constructive input are encouraged
- An anonymous suggestion box centrally located for ongoing volunteer feedback
- A quick evaluation sheet at the end of each project—including one-time, special events, etc.



- Formally scheduled discussions between volunteer and supervisor
- Anything that facilitates the positive and productive exchange of information between volunteers and paid staff.

Volunteers should be sure to secure the proper approvals *prior* to implementing any proposed changes or improvements (such as altering signs, USO property, etc.). Many centers have a formalized process for improving their operations in conjunction with the corporate office.

Volunteers should work closely with their supervisors on the best process for providing input regarding ideas and suggestions.

AWARDS AND RECOGNITION

The USO recognizes that volunteers play a critical role in delivering our mission to service members and their families. In appreciation for their support, volunteers may experience both formal and informal means of recognition from their supervisors, departments, centers, and even the USO's Board of Governors.

USO Volunteers of the Year Award: The USO's Board of Governors sponsors the USO's annual Volunteers of the Year award. This program was established to recognize the exceptional performance of selected volunteers at the local, regional, and international levels.

Each quarter, volunteers will be selected for recognition as Volunteers of the Quarter by the USO from the four geographic regions of USO Europe, USO Pacific, USO Southwest Asia, and USO US. Out of these Volunteers of the Quarter, the USO Volunteers of the Year will be selected, one for the United States and one for Overseas. USO Volunteer Operations will execute the volunteer recognition initiative and the annual awards are bestowed by the USO Board of Governors.

USO Operations has crafted a Standard Operating Procedure that outlines the criteria for the volunteer selection process that can be found online by visiting Volunteers.USO.org.

Other forms of recognition:

- USO Volunteer t-shirt
- USO pins
- Thank you luncheons, dinners, or other events
- Online, social media, or print newsletter highlights
- Thank You notes
- Letters of Commendation to Commands
- Certificates of achievement
- Leadership assignments

Each USO center, supervisor or department may vary in how they recognize their volunteers based on wants and needs of the volunteers, timing, and resources. However, volunteers tell us that the greatest recognition of all are the smiles and thanks from the service members and families we support.



USO VOLUNTEER POLICIES



APPEARANCE AND DRESS

A volunteer's dress, grooming, and personal hygiene should be appropriate to the work situation so as to present a consistent, professional, and business-like image to internal and external customers. Provocative attire is not permitted. Each USO center, event, or office setting may require a standard uniform or recommended attire. Some volunteer assignments may require a particular dress code in order to promote safety and public health such as wearing close-toed shoes, donning hair nets, or wearing latex gloves. Volunteers are expected to adhere to the standards and requirements established for each assignment or office setting in order to promote safety, health, and the integrity of the USO.

Any volunteer who does not meet the standards of this policy may be asked to refrain from service at that time if their dress does not convey the appropriate image of the USO or if it compromises the volunteer's or other's safety.

FOOD HANDLING

Food plays an important role in the services the organization delivers by providing comfort and fellowship. Since many USO centers, mobile canteens and special events provide food such as snacks, fruit and hot dogs to USO guests, it is imperative that we assure the health and well-being of our customers through safe food handling practices. If your assignment includes working with food, it is critical to be aware that each state and municipality has strict laws on how food may be handled in a public setting. Some forms of food preparation, handling, and distribution can be done only with proper training and certification. Volunteers are expected to abide by all state laws when preparing, handling, and distributing food to USO customers including wearing hair nets and latex gloves, utilizing serving utensils, washing hands frequently, and any other laws or guidelines imposed by local or state health departments.

The safety and health of our constituents is a top priority. Failure by volunteers to follow proper food handling regulations and practices is not acceptable and may even be a violation of health codes in many jurisdictions. For more information about local and state food handling laws and practices, consult your supervisor or center director.

TRANSPORTING VISITORS/DRIVING USO VEHICLES

Unless a volunteer's assignment clearly includes transportation duties—and the center's liability insurance covers these duties—volunteers are prohibited from driving visitors or USO constituents in a personal or company owned vehicle.

Only volunteers who have been authorized as registered drivers with the USO are permitted to drive USO vehicles.

DISTRIBUTING MEDICATIONS

Volunteers are prohibited from distributing medications of any kind to visitors including over-the-counter and prescription medications.

HOSTING USO VISITORS AT HOME

USO volunteers are prohibited from providing visitors lodging, rest, or entertainment in their homes.



EXCHANGING PERSONAL INFORMATION WITH VISITORS

The relationship between USO staff, volunteers, and the people the USO serves should be based on the highest level of professional service and integrity. Exchanging personal phone numbers, email addresses, text messages, and other personal information between volunteers and visitors is discouraged. Interaction between a volunteer and visitor that the USO determines, in its discretion, to be prejudicial to the USO's charitable purposes and mission may result in dismissal of the volunteer.

USO VOLUNTEER BADGE

USO badges are for USO business only. Using a USO badge to access an installation or facility for activities other than USO business may result in immediate dismissal as a USO volunteer.

VOLUNTEERS WITH DISABILITIES

It is the policy of the USO not to discriminate against any qualified volunteer or applicant with regard to the individual's disability or perceived disability, so long as the volunteer can perform the essential functions of the volunteer position.

A volunteer who has questions regarding this policy should notify their supervisor, center director, executive leadership in the case of chartered centers, or the Director of Volunteer Operations.

HIV/AIDS IN THE WORKPLACE

The USO does not discriminate against volunteers or applicants living with or affected by HIV (Human Immunodeficiency Virus) or AIDS (Acquired Immune Deficiency Syndrome).

HARASSMENT

The USO will not tolerate any form of harassment in the workplace and is committed to providing a work environment that fosters mutual respect and working relationships free of harassment, including harassment based on race, color, sex, religion, sexual orientation, marital status, pregnancy, age, national or ethnic origin, disability, or military status. This policy specifically prohibits any form of harassment by or toward employees, volunteers, contractors, suppliers, or users of USO services and facilities.

Under this policy, harassment is any verbal or physical conduct based on race, color, sex, national origin, religion, age, disability, or retaliation that has the purpose or effect of creating an intimidating, hostile, or offensive work environment; unreasonably interfering with an individual's work performance; or affecting an individual's employment opportunities. Harassment will not be tolerated. Forms of harassment include, but are not limited to, unwelcome verbal or physical advances and sexually, racially, or otherwise derogatory or discriminatory materials, statements, or remarks. All employees, including supervisors and managers, as well as volunteers, will be subject to disciplinary action, up to and including termination of employment or volunteer service, for any act of harassment.

Individuals who believe they have been subjected to harassment should report the incident to their supervisor, higher management, or the Director of Volunteer Operations immediately. All complaints will be investigated promptly and as confidentially as possible and corrective action, up to and including termination of employment or volunteer service, will be taken when warranted. Any volunteer, employee or supervisor who observes or becomes aware of



harassment should advise his/her supervisor, higher management, or the Director of Volunteer Operations immediately. All complaints and concerns should be brought forward right away so that appropriate steps to address them can be taken in a timely manner.

No one reporting a problem concerning possible acts of harassment will be retaliated against in any manner for having done so in good faith. Anyone engaging in any form of retaliatory action against another person for exercising rights under this policy will be subject to disciplinary action, up to and including termination of employment or volunteer service.

Volunteers with questions about what constitutes harassing behavior should be directed to their supervisor, center director, or executive leadership in the case of chartered centers. If a volunteer feels they can't talk to their supervisor, center director, or executive leadership because those individuals could be involved in said harassment, the volunteer should contact the Director of Volunteer Operations as soon as possible.

VIOLENCE IN THE WORKPLACE

The USO strives to provide a safe workplace for all employees and volunteers, and does not tolerate any type of workplace violence committed by or against employees or volunteers. Threats, threatening conduct, or any other acts of aggression or violence in the workplace will not be tolerated. Any volunteer determined to have committed such acts will be subject to disciplinary action, up to and including termination. Anyone engaged in violent acts on the USO's premises will be reported to the proper authorities and fully prosecuted.

While not inclusive, the following list provides examples of prohibited behaviors:

- Causing physical injury to another person
- Making threatening remarks
- Aggressive or hostile behavior that creates a reasonable fear of injury to another person or subjects another individual to emotional distress
- Intentionally damaging employer property or property of another employee or volunteer
- Possession of a weapon while on company property or while on company business
- Committing acts motivated by, or related to, sexual harassment or domestic violence

Any potentially dangerous situations must be reported immediately to a supervisor, center director, and executive leadership in the case of chartered centers with governing boards. All reported incidents will be investigated. Reports or incidents warranting confidentiality will be handled appropriately and information will be disclosed to others only on a need-to-know basis. All parties involved in a situation will be counseled and the results of investigations will be discussed with them. The USO will actively intervene at any indication of a possibly hostile or violent situation.



ALCOHOL AND DRUGS IN THE WORKPLACE

The USO strives to maintain a work environment free from the harmful effects of alcohol and drugs. In recognition of the serious consequences to the USO, its employees and volunteers, and the communities it serves (and pursuant to the provisions of the Drug-Free Workplace Act of 1988), all employees and volunteers are subject to the following:

- The unlawful manufacture, distribution, dispensing, or possession of a controlled substance and the unauthorized manufacture, distribution, dispensing, or possession of alcohol is prohibited on the job. Strict compliance with this policy is a condition of employment and volunteer service. Alcohol consumption may be permitted at certain authorized USO-sponsored events.
- Any employee or volunteer who unlawfully manufactures, distributes, dispenses, possesses, uses, or is impaired by a controlled substance or alcohol on duty will be subject to discipline, up to and including immediate termination.
- All volunteers, as a condition of service, are required to notify *all* of the following: their department or center director, executive leadership in the case of chartered centers with governing boards, and the Director of Volunteer Operations, of any criminal drug statute conviction for a violation involving a controlled substance occurring while volunteering for the USO no later than five days after such conviction.

Note: The USO complies with all DOT laws governing drug testing for those assigned to USO mobile units.

CHEWING TOBACCO AND NON-SMOKING POLICY

The USO is dedicated to providing a safe, healthy, and productive work environment for all its employees, volunteers, visitors, and other individuals associated with the USO. In an effort to promote the health and welfare of all individuals, the USO will take all steps necessary to ensure a clean and healthful atmosphere in all worksites by maintaining a smoke-free workplace. Employees, volunteers, and visitors are permitted to smoke in designated areas and are expected to use receptacles placed in the designated smoking areas when disposing of their smoking materials.

Volunteers are prohibited from using chewing tobacco products while on duty.



USO CODE OF CONDUCT FOR ADULTS WORKING WITH MINORS

Definitions:

1. A **minor** is defined as anyone under the age of 18.
2. An **adult** is defined as a person aged 18 or older. This includes, but may not be limited to a USO volunteer, paid staff, parent/legal guardian, or group chaperones.
3. A **program or activity**, for the definition of this code of conduct, is an event where an adult provides supervision to a minor or where adults and minors volunteer in close proximity to each other.
4. **Physical abuse** is non-accidental injury that is intentionally inflicted upon a child. These need not be serious injuries.
5. **Sexual abuse** is any contact of a sexual nature that occurs between a minor and an adult. This includes any activity that is meant to arouse or gratify the sexual desires of an adult (an adult is defined in this case as anyone 18 or older).
6. **Verbal abuse** is defined as any language whose intent is to demean, humiliate, threaten or punish a minor.

General Requirements

The following code of conduct outlines the requirements for adults and minors volunteering together at the USO.

When individual minors volunteer at a USO center, they must be age 15 or older. The minor's parents/legal guardians, and the minor shall receive a copy of this code of conduct and sign an acknowledgement of receipt, along with the minor waiver form.

When individual minors volunteer for the USO a parent or legal guardian of the minor must be present at all times. A parent or legal guardian may not leave their minor volunteer(s) at a USO facility or activity for any reason at any time.

Groups of minors may volunteer only for one-time activities with USO-approved adult chaperones. Groups of minors may not volunteer as one-time or ongoing center representatives unless their parent/legal guardian is present and they meet the minimum age and training requirements.

When minors volunteer as part of a USO-approved group, the group's adult chaperones must be present at all times. Group chaperones may not leave the group of minor volunteers at a USO facility or activity for any reason at any time. Minors volunteering with a USO-approved group at one-time or special events must be age 10 or older. All minors volunteering with a group must have a signed minor waiver form.

Each USO center may determine if it wants to accept volunteers under the age of 18.

USO volunteers may not bring their minor children into the center during their shifts or to activities for which they are working unless the minor and their parent(s)/legal guardian(s) have submitted to these requirements.

A center must be briefed by the Director of Operations, their Area Director, or the Director of Volunteer Operations in Arlington on how to educate staff and volunteers to work with minors before engaging minors as volunteers.



Any exceptions to the following requirements must be **approved, in writing**, by the Senior Vice President of Operations, Senior Vice President of Human Resources, USO Legal Counsel, Regional Vice President, and Director of Volunteer Operations.

For the purposes of these requirements:

1. A USO paid employee must be on the premises at all times when minors are volunteering or participating in USO activities.
2. A written job description must be provided for each minor volunteer position, including group volunteer activities.
3. Individual minors and groups of minors (Boy Scouts, Girl Scouts, etc.) may volunteer with the USO only in activities approved by the Center Leadership.
4. Individual minors who volunteer at a USO facility – either in a public capacity or behind-the-scenes – must be age 15 or older.
5. Minors who volunteer in other non-center activities, such as a special event, must be age 10 or older.
6. The appropriate minor release forms must be signed by a parent or legal guardian for all minor volunteers, including group volunteers.
7. Parents/legal guardians, USO staff, group chaperones and minor volunteers age 15 and older must submit a signed receipt of the USO Code of Conduct before a minor may volunteer at a USO center.
8. A USO staff member must review the USO Code of Conduct in person with the parents/legal guardians, minors age 15 and older, and group chaperones prior to the minor's (s') participation in volunteer activities.
9. A parent, legal guardian, or group chaperones must be present on the premises with minors at all times until the end of the minor's (s') participation in the USO volunteer activity.
10. A parent, legal guardian or group chaperones may not leave their minor volunteer(s) at a USO facility or activity for any reason.
11. Minors are not to be left unattended, unsupervised, or working in an isolated location that cannot be publicly observed.
12. Minors are expected to serve the entirety of their USO volunteer shifts and may not leave the premises during their shifts except with their parent/legal guardian or group chaperones.
13. Minors must abide by all USO policies and procedures.
14. Adults and minors are prohibited from the use, possession, or being under the influence of alcohol or any illegal drugs while working with minors. No adult shall provide alcohol or illegal drugs to minors, nor shall any adult provide a minor with a legal substance for use to obtain intoxicating effects.
15. Adults, other than a parent or legal guardian, are prohibited from administering medication (including over the counter medications) to minors.
16. USO staff and adult volunteers are prohibited from driving or transporting minors. Parents/legal guardians or group chaperones are expected to arrange for transportation for their child(ren) to and from their child(ren)'s USO activity.
17. All adults and minors are to speak to each other in a respectful manner and are prohibited from speaking in a way that is demeaning or verbally abusive. All adults, including parents/legal guardians, group chaperones and minors are prohibited from using inappropriate language or humor. This includes, but is not limited to, swearing, racial, sexist, ethnic comments or jokes, or comments regarding the physical body.
18. All adults and minors are prohibited from engaging in any sexually oriented conversations, sexual contact, or sexual abuse.



19. Adults and minors are never to be in any state of undress in the presence of each other.
20. Adults and minors are prohibited from possessing sexually oriented materials (magazines, cards, videos, books, film, clothing, music, CDs, DVDs, etc.), or accessing similar materials on the Internet while working with the USO or through using USO property.
21. Adults are not to sleep in or share USO lounge chairs or other restricted space with minors who are not related to them.
22. Any adult with a known criminal history of abusing children (physically or sexually) is prohibited from working with the USO. Any such adult shall not enter USO property or any facility as a representative of the USO.

Physical Contact

1. Adults are prohibited from physical contact with minor volunteers including physical abuse.
2. Physical contact includes (but is not limited to): tickling, rough-housing and/or wrestling, piggyback rides, any type of massage, back scratching, any form of unwanted affection and remarks that refer to physique or body development.
3. Adults, including parents, legal guardians, and group chaperones are prohibited from engaging in the physical discipline of a minor while on USO Property or while engaged in USO volunteer activities.

Reporting

1. Adults are required to immediately report violations of these standards to the Center Director. The Center Director must then report the violation to his or her supervisor and Regional Vice President. The Regional Vice President must ensure that the Senior Vice President for Human Resources in Arlington, Virginia is informed immediately.

If the violation involves the Center Director, then volunteers, paid staff, group chaperones, or parents/legal guardians should immediately report the violation to Tammy Heiser, Senior Vice President for Human Resources for the USO, at theiser@uso.org or by calling her directly in Arlington, Virginia at 703- 908-6470.

2. In approximately 18 States and Puerto Rico, any person who suspects child abuse or neglect is required to report such abuse to law enforcement authorities. Each USO center should consult its state's child protective services website to learn if they are required by law to report child abuse or neglect. Adults, including volunteers, paid staff, group chaperones, and parents/legal guardians should work closely with their center director and/or the SVP of Human Resources for the USO to determine if there is reasonable cause to report any conduct by another adult towards a minor to law enforcement.
3. Violation of any of these standards may result in disciplinary action up to or including dismissal from the USO volunteer program.

The USO's Code of Conduct for Adults Working with Minors is to be given to all staff, parents/legal guardians of the minors, group chaperones, and the minors working in centers age 15 and older. A signed Acknowledgement of Receipt of the USO Code of Conduct must be received from the staff, parents/guardian, and the minors aged 15 and older before the minor(s) can volunteer at a center. Acknowledgement forms must be retained by the center in a secure file location for a minimum of three years. Center Directors are responsible for ensuring that all requirements set forth in the USO Code of Conduct are adhered to by all staff, parents/legal guardians, and chaperones working with minors.



If the center has any questions about which adults are required to adhere to these standards, they should consult with the Senior Vice President of Human Resources, Tammy Heiser at theiser@uso.org or by calling her directly in Arlington, Virginia at 703- 908-6470.



LOCAL USO POLICIES

In addition to the policies stated in this handbook, each USO location may have additional operational or center-specific policies that will be explained during the volunteer's orientation and training process. Volunteers should be aware of and abide by all location-specific policies.

OTHER HELPFUL INFORMATION

Safety and Security: The safety and security of our staff, volunteers, and visitors is our number one priority. Please be familiar with the safety and security procedures of your department or center and work closely with the staff to adhere to these procedures. This includes badge requirements, military base regulations, food handling, emergency and evacuation procedures, dealing with strange objects, and any other issues that would put you, the staff or USO constituencies at risk.

Income Tax Deductions: Although the value of volunteer services rendered to the USO is not deductible by the volunteer, the IRS does allow deductions for many of your out-of-pocket, unreimbursed travel expenses. Allowable deductions include round-trip public transportation or travel by private automobile, including parking fees, tolls, and a standard mileage rate determined annually by the IRS. Please consult a tax professional for further details and regulations.

Parking: Some USOs, especially those at airport centers, offer free parking to USO volunteers. Using a USO badge or volunteer status to access an installation, parking, or facility for activities other than USO business may result in immediate dismissal as a USO volunteer. Volunteers should consult their supervisor for more information.

Volunteers bring heartfelt passion, dedication, and integrity to support the men and women who give so much to defend our country. By working in tandem with USO staff to deliver top notch customer service and honoring policies and procedures, we are confident that the members of our military and their families will be able to depend on the USO to strengthen America's military service members by keeping them connected to family, home and country throughout their service to the nation for many years to come.