

Heartland Horse Heroes



Therapeutic Riding

POLICY MANUAL

For
LESSONS, HORSE SHOWS,
SPECIAL EVENTS, VOLUNTEERS
AND INSTRUCTORS



LESSON POLICIES

General Information

The following rules are based on a need for the program to maintain strict safety guidelines for riders, parents, guardians, guests, siblings and volunteers, horses and staff. It is the rider and/or parent(s)/guardian(s) responsibility to read and become familiar with the following information. These rules/regulations will continue to evolve as the program develops. Failure to abide by the rules will result in expulsion from the program.

Facility Rules

- 1) Family and visitors are welcome to the farm during regular business hours or by appointment and must adhere to all Facility Rules.
- 2) Vehicles must travel no more than 5 mph on the driveway due to safety.
- 3) Park **ONLY** in the designated area. Special exceptions may be made by Head Instructor. No parking in the front of the barn, blocking the entry and exit of horses.
- 4) Everyone is to wait in a designated waiting area before, during and after classes. Designated areas are at the classroom, picnic tables, farmyard, or in your vehicles.
- 5) NO SMOKING, NO RUNNING, no entering pastures, no petting horses and no feeding any horses.
- 6) NO PLAYING ON THE RAMPS. This is disrespectful to the riders that use them.
- 7) No Dogs.
- 8) All riders are to sign in immediately after entering gate. Sign in at table.
- 9) No playing or hanging out in or around the horse trailers should it be parked in the general parking area.
- 10) Any participants or their family/guest(s) who become disruptive will immediately be asked to leave the facility and the participant will be expelled from the program.
- 11) In case of emergency, the telephone is located at the sign-in table with the appropriate emergency numbers, directions to the farm and farm address for 911 operators.
- 12) Put trash in cans. NO LITERING.
- 13) Be respectful of everyone.
- 14) Any participant under 18 years old must be escorted while on premises at all times by parent/guardian/teacher or HEARTLAND HORSE HEROES staff or volunteers. At no time is this participant allowed to go anywhere in an isolated setting with only one HEARTLAND HORSE HEROES volunteer or staff.

Lessons/Sessions

- 1) All paperwork **MUST be completed and submitted** to the Head Instructor before a session is to begin.
- 2) If a rider has been assigned a slot in a session and does not show, the rider will be billed an \$40.00 fee regardless of scholarship status (exception: riders involved with the school program). The rider will then be placed at the bottom of the waiting list.
- 3) The instructor has the right to dismiss any rider from a lesson due to misconduct from the rider, parent(s), guardian(s), guest(s) or sibling(s) that may be distracting or a safety issue.
- 4) Riders who arrive more than 15 minutes late will not be allowed to participate that day in class but will be responsible for the class fee.
- 5) Riders will not chew gum or candy during mounted times.
- 6) Mounting and dismounting may take up to 20 minutes in each lesson due to the needs of our riders.

Payments

- 1) Bills will be composed monthly by the Executive Director and sent to all participants. Payments are due on receipt. Payments past 30 days will incur a \$15.00 per month service charge until the bill is paid in full. (Mailing address: 16680 W James Anderson Hwy., Buckingham, VA 23921). The rider's name and address should be included with payment.
- 2) Any outstanding bills will prohibit a participant from being allowed to attend any subsequent sessions until the bill is paid in full.

Missed Lessons (exception: riders in the school program)

- 1) Excused absences require prior notice of 24 hours.
- 2) Excessive absences of more than 2 per session without proper notice will be grounds for dismissal from the program.
- 3) Riders are still responsible for class fees for missed lessons.
- 4) Riders, parent(s)/guardian(s) are responsible for rescheduling make up lessons. Instructor will accommodate make-ups if there is an available time/volunteer(s)/horse. These makeups are not guaranteed for lessons missed on behalf of the rider/parent/guardian. No refunds will be given. Only lessons canceled by the instructor will be guaranteed for make-ups, provided the weather cooperates.

Inclement Weather

- 1) Lessons will not be canceled due to weather unless severe weather is forecasted (tornado, hurricane, etc.) Classroom lessons will be held during inclement weather.
- 2) The instructor as necessary will cancel lessons. **Do not assume classes are canceled.**
- 3) Please call 434-983-8181 (barn) or 434-547-2813 (Program Director's cell)
- 4) Makeup lessons will only be arranged if 50% or more of the session were classroom lessons.
- 5) It is the rider/parent(s)/guardian(s) responsibility to schedule a makeup lesson. No refunds will be given.

Attire for Participants

- 1) All participants, volunteers and personnel must wear a helmet certified by the American Society for Testing and Materials-Safety Equipment Institute (ASTM-SEI) or an International equivalent helmet for equestrian use while mounted. Alternative helmets may be approved only in special cases.
- 2) Riders are to wear appropriate clothing to lessons. **NO SANDALS, BARE FEET, or open toed shoes.** Long pants and shoes with heels are required. Should a rider show up in inappropriate attire, the rider will not be permitted to ride that day. The rider will still be responsible for the class fee for that day.
- 3) No dangling earrings or jewelry. No baggy jeans, halter-tops, spaghetti straps or bare midriffs.
- 4) If riders are interested in borrowing riding breeches, boots, coats, shirts from our loaner closet, please see your instructor.
- 5) All items are to be returned in good repair and clean.
- 6) Any item not returned will be charged to the borrower for replacement cost.
- 7) Any item not returned clean will be professionally cleaned and billed to the borrower.
- 8) Proper riding boots or boots with hard soles, heel and hard toe are recommended. Not wearing these boots increases the risk of injury.

Scholarships

- 1) Riders requesting financial assistance must complete the appropriate scholarship form that will be submitted to the Director to pass to the Board of Directors for final approval the month before the session starts. Scholarships are not guaranteed for each session.
- 2) Any rider/family receiving financial assistance must complete an agreed upon number of volunteer hours at HEARTLAND HORSE HEROES or with fundraising activities for HEARTLAND HORSE HEROES.
- 3) Scholarships are not for special events and horse shows. Should a rider need financial assistance in participating in one of these events, please talk with your instructor.
- 4) Donations to our scholarship fund may be given to our treasurer or sent HEARTLAND HORSE HEROES, 16680 W James Anderson Hwy, Buckingham, VA 23921, Attn: Scholarship Fund.

Waiting List

- 1) Referrals can be made by anyone to the program and will be added upon request.
- 2) People will be added to the class schedule from the waiting list when: an appropriate class slot becomes available; and volunteers and horse are available; and, they have approval from their physician; and, they are deemed appropriate to receive services provided by HEARTLAND HORSE HEROES.

Discharge of Rider OR Unable to Accept Rider Applicant

Discharge may be due to the following but is not limited to:

- 1) Ability level would be better served by a mainstream-riding program.
- 2) A change in the rider's abilities raises safety issues.
- 3) Center is unable to provide an instructor with the necessary skills/background to work with a participant.
- 4) Center does not have a suitable horse for the participant.
- 5) Center does not have volunteers to safely sidewalk with participant.
- 6) Participant's behavior or diagnosis is a safety issue for participant, volunteers, horses, and/or instructor.

For any issues regarding safety, discharge will be immediate.

HORSE SHOWS/SPECIAL EVENTS POLICIES

Sign up

- 1) Participation will be on a first come, first serve basis and the availability of volunteers and horses.
- 2) Riders are not guaranteed a slot at a horse show or special event.
- 3) Rider attendance, ability to perform requirements at the show, and instructor recommendation will be taken into consideration.

Registration for the Event

- 1) The instructor will register a rider for appropriate classes at the shows/events.

Payments/Fees

- 1) Riders are responsible for all entry fees for the classes they participate in.
- 2) Riders are required to pay a per day horse usage fee for horse shows. The amount depends on the distance traveled.
- 3) All fees are to be paid at least 7 working days before the event unless otherwise instructed by the Head Instructor.
- 4) Riding Scholarships are not for special events and horse shows. Should a rider need financial assistance to participate in one of these events, please talk with HEARTLAND HORSE HEROES Treasurer.
- 5) The state show has a fund available to assist riders as needed with the cost of showing. Your instructor must apply for this benefit.

Horses

- 1) Riders are not allowed to attend an event on a non-program horse/pony under the HEARTLAND HORSE HEROES name unless the horse/pony has been pre-approved by the Head Instructor before the event.
- 2) Horses are assigned by the head instructor. Every effort will be made to match horse and rider for the event/show.
- 3) Horses are unpredictable at times. There is no guarantee that an assigned horse will be used throughout the event. Safety of the horse and rider come first. **The Head Instructor's decisions are final.** No refunds will be made if student is unable to participate due to any problems or difficulties that were unforeseen at time of payment.

Rules

- 1) Riders, parent(s)/guardian(s), sibling(s) and visitors are to follow all rules as described in Facility Rules.
- 2) Parent(s)/Guardian(s) are responsible for the rider at all times except when the volunteers and instructors are mounting, riding or dismounting the rider for their event.
- 3) Riders, parent(s)/guardian(s), volunteers, instructors and family/friend(s) are to use good sportsmanship while at any special event or show.
- 4) The instructor has the right to dismiss any rider from a horse show or special event due to misconduct from the rider, parent or sibling that may be distracting or a safety issue for the others participating.

Attire/Clothing for Show/Event

- 1) It is very important that a rider dress appropriately for the event/show that they are participating in. If riders/parents/guardians need assistance with this, please talk with your instructor.
- 2) There is a clothes closet for boots, breeches, shirts and coats to be used for special events and/or lessons. Please speak with your instructor to access these items.
- 3) All items are to be returned in good repair and clean.
- 4) Any item not returned will be charged to the borrower for replacement cost.
- 5) Any item not returned clean will be professionally cleaned and billed to the borrower.



VOLUNTEERS

General Information

- 1) Volunteers are responsible for reading and abiding by the information in this manual, including LESSONS and HORSE SHOWS/SPECIAL EVENTS POLICIES.
- 2) You must be at least 14 years old to volunteer. The Head Instructor may consider exceptions to this rule after receiving written documentation from an established riding instructor of the youth's ability to work with horses and an evaluation.
- 3) A commitment of 4-7 weeks for the same day and time is needed so that riders are able to complete their session of riding.
- 4) An annual volunteer training session is mandatory for all volunteers participating in the program.
- 5) The paperwork that is required to be on file must **be completed and submitted to the volunteer coordinator prior to volunteer training.**
- 6) All volunteers are required to log in the hours served with HEARTLAND HORSE HEROES. This information is used to determine year-end awards as well as help with grant funding. The Executive Director and Head Instructor cannot sign off on volunteer hours if they have not been properly documented in the Logbook. The logbook is located in the Tack Room.
- 7) Because of the nature of our program, **confidentiality is a must!** Please review the Confidentiality Policy you have signed and submitted. You are responsible for adhering to this policy. Any breach in the confidentiality policy will result in your dismissal.
- 8) Volunteers will be dismissed from the program if any volunteer rules are broken, confidentiality is breached, and/or they fail the background search. You may also be subject to legal action if any of the above occurs.
- 9) Any Incidences or accidents with a volunteer, rider or horse must be reported to the instructor immediately and appropriate paperwork filled out, and signed.
- 10) **HEARTLAND HORSE HEROES staff reserves the right to assign and reassign volunteers to different positions for the safety and best interest of the rider(s) involved.**

Lessons

- 1) Please arrive **30 minutes before the start of your class** to assist with tacking and grooming of horses.
- 2) **The instructor is in charge of the class at all times and volunteers should rely on the instructor for directions during classes and in emergencies.**
- 3) Have a buddy with you to take horses to and from the pastures.
- 4) Volunteers will not chew gum or candy during lessons.
- 5) Volunteers are required to alert the instructor of any unusual behavior from the horse and/or rider during class.
- 6) Volunteers ARE NOT allowed to handle payments from riders. Payments must go directly to the person at the Registration Table.
- 7) This is a "TEAM" effort for lessons to work. Anyone who is not able to be a part of the team, due to behavior issues or other behaviors that cause a negative impact on the working environment will be asked to leave.
- 8) In case of emergency, the telephone is located by the door in the barn tack room with the appropriate emergency numbers, directions to the farm and farm address for 911 operators.

Facility Rules – please refer to the section under “Lesson Policies”.

Absences

- 1) **Please notify the Volunteer Coordinator at least 24 hours in advance if you need to miss a lesson.** The sooner the notification, the better so that a substitute can be found, or class may be canceled.
- 2) Habitual absent volunteers will be removed from the volunteer pool as it is imperative that the instructors be able to count on you to be there in order for the lessons to be carried out for safety of the riders and other volunteers.

Arena/Riding Emergencies

- 1) The instructor is in charge of the class at all times and volunteers should rely on the instructor for directions during classes and in emergencies.
- 2) All instructors are trained in basic first aid and shall perform duties needed until assistance arrives.
- 3) If a rider falls, all horses are to immediately be brought to a halt. As soon as the instructor has given the OK, all other riders and horses are to be moved to the other end of the arena and wait until further instructions are given.
- 4) Only if the instructor says, should volunteers dismount the riders.
- 5) If an accident happens in the field, ALL horses and riders will be kept together due to the herd instinct.
- 6) In case of emergency, the telephone is located on the Registration Table with the appropriate emergency numbers, directions to the farm and farm address for 911 operators.
- 7) The human first aid kit is located on the shelf next to the red counter in the Tack Room.

Inclement Weather

- 1) The instructor as necessary will cancel lessons. Do not assume classes are canceled.
- 2) **Please call 434-983-8181 (barn) or 434 547-2813 (Program Director's cell) to hear about classes.**
- 3) Riders will have an unmounted lesson in the classroom or barn during inclement weather. Volunteer help will be appreciated during those times as well.
- 4) In the event that severe weather moves in during a lesson, the instructor will end classes immediately and get everyone safely to their cars to leave.

Attire/Clothing for Volunteers

- 1) Volunteers are to wear appropriate clothing to lessons. **NO SANDALS, BARE FEET, or open toed shoes.** Riding boots are preferred or any boots with hard soles and hard enclosure around toes. Without these, you take a risk of serious injury from being stepped on and other barnyard hazards.
- 2) All participants, volunteers and personnel must wear a helmet certified by the American Society for Testing and Materials-Safety Equipment Institute (ASTM-SEI) or an International equivalent helmet for equestrian use while mounted. Alternative helmets may be approved only in special cases.
- 3) No dangling earrings, jewelry or perfumes.
- 4) No baggy jeans or pants that drag the ground, halter-tops, spaghetti straps, low cut shirts or bare midriffs.
- 5) Volunteers helping at a special event should be properly attired.

INSTRUCTOR IN TRAINING POLICIES

General Information

All instructors in training are required to know all the policies for the riders, horse show/events and volunteers along with the instructor policies. It is mandatory that they complete volunteer training and volunteer for at least one session with HEARTLAND HORSE HEROES. Someone wishing to pursue certification will first have to shadow the Head Instructor or another instructor assigned by the Head Instructor for at least one full session. If that person is still interested, then the following policies are in effect. Please be advised that it will take approximately 2 years from start to finish in becoming certified to teach.

An instructor in training must comply with all current PATH requirements, available from PATH at 1-800-369-7433, or found on line at www.pathintl.org.

Confidentiality is an absolute must with the program. Should this be breeched, you will be terminated and legal actions may be pursued.

After passing certification, HEARTLAND HORSE HEROES requires you to teach classes for at least one year in exchange for the time put into training for you to become a certified instructor. You will be paid for each lesson taught after becoming a certified instructor.

Lessons

- 1) Instructors in training are required to arrive at least 30 minutes before the start of their first class, regardless if there are classes ahead of yours. (45 minutes is better if possible due to the nature of horses.)
- 2) No gum or candy while teaching.
- 3) Instructors in training are to report to the Head Instructor any issues that need to be addressed according to the policy manual that has been established for the program.

Absences

- 1) Please notify the Director at least 24 hours in advance if you need to miss a lesson. The sooner the notification, the better.
- 2) Excessive absences will lead to dismissal

Inclement Weather – Please see information on this in the “Lesson Policy” section.

Attire for Instructors in Training

- 1) Instructors in training are to wear appropriate professional clothing at ALL times. NO sandals, bare feet or open toed shoes.
- 2) Please refer to the Volunteer Section for Attire.

Facility Rules – Please refer to the facility rules section under Lesson Policies.

INSTRUCTOR POLICIES

General Information

All Instructors are responsible for knowing the information in this entire policy manual. In addition, instructors must annually complete HEARTLAND HORSE HEROES paperwork and have it on file. This includes the confidentiality form, health history, waiver and emergency medical form. They must maintain a current PATH certification status and provide a copy of their PATH membership card, CPR and First Aide cards to the program each year to keep on file.

Instructors are **required to arrive at least 45 minutes before the start of their first class**, regardless if there are classes ahead of yours. You are to maintain yourself in a professional manner at all times. Please report any problems to the Executive Director/Head Instructor. If you are not satisfied with the results, you may then address the Board of Directors.

Lessons – Please review information for riders, volunteers and instructors in training **PLUS:**

- 1) Preliminary lesson plans are to be submitted prior to the beginning of each session to the Head Instructor for review and approval.
- 2) It is the instructor's job to become familiar with each rider's abilities.
- 3) At the end of every Session a report must be made on every rider and filed in his or her charts.

Absences

- 3) Please notify the Director at least 24 hours in advance if you need to miss a lesson. The sooner the notification, the better so that a substitute can be found, or classes canceled.
- 4) Excessive absences will lead to dismissal

Inclement Weather

- 1) As necessary, the Head Instructor will cancel lessons 2 hours before scheduled classes in case of severe inclement weather.
- 2) If in doubt, please contact the program at 434-983-8181 or 434-547-2813 for a plan of action.
- 3) Classroom lessons will now be provided during inclement weather.

Attire for Instructors

- 1) Instructors are to wear appropriate professional clothing to teach. NO sandals, bare feet or open toed shoes. Riding boots are recommended.
- 2) Please refer to the riders, volunteers and Instructor in training policies.

Facility Rules – Please refer to the facility rules section under “Lesson Policies”. Instructors are required to enforce these rules.

Any concerns, suggestions or requests for consideration shall be made in writing to the Board of Directors to be reviewed at the next board meeting. This information should be sent to:

HEARTLAND HORSE HEROES
Attn: Board of Directors
16680 W James Anderson Hwy
Buckingham, VA 23921



EMERGENCY DRILL PRACTICE

Parents, Riders and Volunteers:

The following guidelines will help you understand what will occur and your part during the drill. Thank you for your understanding and cooperation with these drills. 😊

If you are in the barn:

(We are working on the assumption that designated personnel will evacuate all horses only)

- ✓ **Leave what you are doing immediately.**
- ✓ **Proceed directly to the nearest exit (barn doors)**
- ✓ **All volunteers/personnel to meet at the grassy area alongside the riding arena**
- ✓ **One Team Leader will stay with Volunteers/Riders while the other Team Leader will go to the Registration Table and collect the lesson log-in clipboard.**
- ✓ **Team Leaders will take a headcount of Barn Volunteers and then proceed to the riding arena for a volunteer headcount.**
- ✓ **HEARTLAND HORSE HEROES personnel will evaluate situation as to the safety of returning to the barn.**

If you are in the riding arena:

- ✓ **Instructor will move all horses and riders to the house side of the arena**
- ✓ **If Instructor deems it is necessary, all riders will be dismounted, and Horse Leaders will remain in charge of the horse.**
- ✓ **Instructor will move riders to a safe area away from the horses.**
- ✓ **Side-walkers will form a group near the riders and the Team Leader who has collected the lesson log-in clipboard will proceed with a headcount of those volunteers.**
- ✓ **Once the situation has been deemed safe, Instructor may resume with the lesson as deemed appropriate.**
- ✓ **If the situation warrants, Instructor will use her Emergency Contact List to notify the Executive Director of the emergency situation.**
- ✓ **The Executive Director will then implement emergency protocols.**



FIRE SAFETY REGULATIONS

In the event of a fire emergency, your responsibility as a Volunteer is to R.A.C.E:

R - RESCUE: This means only HUMAN BEINGS who are in immediate danger of being injured by the fire as you are LEAVING for safety. ****Absolutely no attempt should ever be made to ENTER into a burning building to rescue anyone or anything or any ANIMAL!** Volunteers and riders will assemble at grass area near driveway opposite the arena side. Or if in arena, all line up on house side, instructor will dismount riders. This ensures that fire personnel can access the buildings through the driveways.

****Only STAFF MEMBERS are authorized to rescue animals in the event of fire. Special procedures have been developed to ensure fire evacuations of the barn.**

A - ALARM: Yell loudly and continuously **“FIRE!!” “CALL 911!”** as you are exiting the building to safety. Continue to “sound the alarm” and alert everyone of the fire – activate all emergency response systems or make sure someone responsible has made the call (Team Leaders/Instructors etc). Familiarize yourself with the locations of all available telephones (cellular phone at registration table).

C - CONTAIN: If possible, to safely smother the fire with water, sand, fire extinguishers, etc BEFORE IT BECOMES out of control, do so as you leave. NEVER continue to try to extinguish any fire that is rapidly developing – REMOVE yourself from the danger immediately! Remember – **HAY AND WOODEN STRUCTURES CAN IGNITE IN SECONDS – SAVE YOURSELF – BARN CAN BE REBUILT BUT YOU CANNOT BE REPLACED!** Familiarize yourself with the locations of all fire extinguishers on the property (inside barn on feed bin and side door in the office/tack room). Fire escape routes are clearly marked in the barn and the office/tack room. Review how to safely “operate” a fire extinguisher – point at base of fire, pull “lock”, aim and squeeze – gently move from side to side to cover base of fire. ****Remember – STOP, DROP and ROLL** in the event that anyone actually catches on fire (clothes, etc.) Water hoses are also located in each barn and near each pasture.

E - EVACUATE: Again, as a Volunteer this means only PEOPLE (not the horses or other animals at the farm). Staff is responsible to implement animal fire evacuation only. Direct all people to meet at the grassy area along driveway near tree line or, if in front arena –line up along house side, instructor will dismount riders. Team Leaders will take oral roll call to ensure the safety of all volunteers for that day. Evacuation routes are posted in barn and in the office/tack room. Remember to evacuate from either end barn doors.



**POLICY CONCERNING BOARD MEMBERS, STAFF, VOLUNTEERS
AND/OR GUESTS AT
HEARTLAND HORSE HEROES
PROGRAM SITE**

There are times when a Board Member, Staff or Volunteer working with the program, or a guest visiting the site may have to be asked to leave the riding session or even the premises. Instances that this may occur in may be (not inclusive):

Declined Work Ethic

Disruptive behavior

Smoking, drinking of alcoholic beverages or using illegal substances

Mental or Physical Health Problems

Disregard to policies of the facility

Endangerment to students, animals or other volunteers

Sexual Harassment

Criminal activity

It is the policy of the **HEARTLAND HORSE HEROES Program** to offer a safe and healthy environment to both our clients and our employees. In this regard, any person who violates any of the aforementioned incidents, or any unnamed incident that negatively affects the program, shall be asked to leave.

1. Board member/Staff/Volunteer is talked with privately by a member of the Instruction Team or Staff concerning problems that are of concern to the program.

2. If further consultation regarding is required, Executive Director will privately talk with the Board member/Staff/Volunteer about possible solutions to the problem to work out a mutually agreed upon remedy.
3. In the case of a Board member, the Executive Director will address the problem with said Board member along with another peer Board member, write up a course of remediation and have Board member sign off on how the situation will be handled. If it is a Staff member, Executive Director will address the problem with said Staff, write up a course of remediation and have the Staff person sign off on how the situation will to be handled. If, after said consultations Staff does not alter actions, Executive Director will alert the Board of Directors of said actions and dismiss Staff according to hiring practices formulated by the Executive Director and Board of Directors.
4. In the case of a Volunteer, if the above course of action does not resolve the problem, Executive Director will try to find another area of assistance that the Volunteer may be able to help with that removes him/her from the area of conflict.
5. Beyond the above actions, removal of the Volunteer/Guest from the facility is requested by the Executive Director and if needed, the Board of Directors through a formal request.
6. The Board member/Staff/Volunteer/Guest will be permitted to express their feelings concerning the problem area through a meeting with the Executive Director and a solution found if at all possible, prior to their removal from the property. In the case of a Board member, a second Board member will be requested by the Executive Director to be present at any meetings held with said Board member.

The following guidelines are compiled from the booklet “Handling Problem Volunteers” by Steve Mcurley & Sue Vineyard (c 1998):

Dealing with Difficult People:

1. Clarify the problem or difficulty
2. Identify common area of agreement/goals/values
3. Keep conversations on issues (not personalities)
4. Keep things simple/clear
5. Keep a positive attitude
6. Speak in private
7. Don't take their dislike personally
8. “Winning” may only mean arranging a tolerable working relationship (not solving their personality defects).

Keys to Motivation:

1. Ask for performance (meet facility standards)
2. Lots of positive reinforcement – personalize it.
3. Build relationships
4. Under the Volunteer's point of view
5. Model what you want
6. REFUSE TO ACCEPT POOR PERFORMANCE. (set limits and enforce)