stryker

Global Volunteer Network

Impact leader playbook

Global
Volunteer
Network

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Global
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Create a better, healthier world

At Stryker, we are driven to **make healthcare better** and we see endless opportunity to positively impact the health of the planet and all the people who call it "home". We're committed to "**stronger people and a healthier planet**."

As we consider our approach to meaningfully contribute to communities around the globe one of our core principles is to **create equity** in specific focus areas and in ways only we can.

Above all, we dream of a future where every person feels they **belong** and can reach their full potential, regardless of their race, identity or zip code.

To do that, we partner with community organizations and nonprofits to:

Advance healthcare to provide access to safe, timely care to those who are under-resourced

Support education and prepare every child for their brightest future

Improve environmental health to both protect and preserve our environment for generations to come

Enrich community culture and deepen our quality of life through the arts

Our charitable giving is amplified when **employees volunteer** their **time** and **talents** with community partners to help support **their** needs and goals, which is where you come in! This playbook has information, guidance, and templates to help you recruit, manage and lead teams of volunteers.

Our Global Volunteer Network

Our **Global Volunteer Network** helps activate our mission and values, creates community impact and supports your growth and development as a leader.

Global Volunteer Network structure



- Our **Social Impact Team** provides the overall strategy and direction for the volunteer network and makes high-level program decisions.
- The **Global Volunteer Council** advises on business, functional and regional considerations, advocates for volunteerism within their respective areas of influence and helps mobilize the rest of the network.
- **Regional Impact Leaders** promote volunteerism at a regional level. They interpret global strategy for their region and support Volunteer Impact Leaders.
- **Volunteer Impact Leaders** plan and lead volunteer opportunities for their local colleagues.
- And **Community Impact Volunteers** are the "activators" – they show up to participate in volunteer activities.

Why volunteering matters

When we live our purpose through volunteering, it supports our **community partners**, our **company** and **you**.

- Our volunteers can best support our **community partners** by focusing on creating real relationships in our communities based on trust, empathy and humility – the communities and nonprofits we serve know what they need, and we can help champion their vision.

- When we take a transformative approach to volunteering, **our culture** benefits through the ripple effect created when we foster empathy and embrace diverse perspectives. Supporting our communities helps us lean into our values of **integrity and people** - we do what's right for our people and our communities. Through our volunteer work, our values of **accountability** and **performance** expand beyond our customers and our daily work - to also include our communities.

- Being a Volunteer Impact Leader benefits **you** in a variety of ways!

1. **First, you'll make a difference in your community**. Explore what's personally meaningful to you.

2. **Second, visibility and connection**. As you become a go-to person for planning and running volunteering activities, you'll become more visible as a Volunteer Impact Leader. You'll also have a chance to get to know team members volunteering around the globe and across our company, building your professional network and connections.

3. **Third, skill development**. Leading volunteer opportunities can help you refine or develop new skills like project management, public speaking, people management and event planning. Be sure to connect with your manager about adding your Volunteer Impact Leadership activities to your Individual Development Plan.

4. **Last, but not least, growth and learning**. As you lead others in volunteering, you'll explore what equity, belonging and partnership mean to you. You'll have experiences that create space for you to explore empathy and compassion. All of this will help you to be a better leader, not only at work, but in life!



Stepping into your Volunteer Impact Leader role

Role overview

You've joined a community of Volunteer Impact Leaders from locations around the globe – part of a growing network committed to **stronger people and a healthier planet**.

As a Volunteer Impact Leader, your job is to make volunteering as impactful as possible for your colleagues. You look for ways to connect others with volunteer opportunities and important causes and help them get the most out of their experience.

Time commitment

- The Volunteer Impact Leader role is s two-year commitment (with option to extend).
  - **Year one focus**: Learn the role; plan and run volunteer opportunities.
  - **Year two focus**: Mentor a new Volunteer Impact Leader (who will take over your responsibilities or serve alongside you).

In any given week, your time commitment is ultimately up to you. This role is voluntary, and we understand that sometimes you'll have more time to commit, and sometimes less – and that's okay!

Key expectations

- Plan and deliver at least **one team-based volunteering opportunity** within one of our **giving and volunteering focus areas** (more frequent activities are welcomed and encouraged!)
- **Recruit your co-workers** to participate in the volunteer opportunities you organize
- **Work with your local communicator** to share how team members can engage in new and existing volunteering opportunities (check the **resource center** for more information)
- **Create volunteer opportunity sign ups** on **Impactstryker.com** (our giving and volunteering platform)
- Encourage volunteers to **track their hours**
- **Share local stories** with your colleagues, in relevant meetings and with your Regional Impact Leader
- Connect with other Volunteer Impact Leaders and Regional Impact Leaders on **monthly calls**
- **Engage managers and leadership** at your location in the volunteer activities you plan and in recognition of employee volunteer efforts

Remember to connect with your manager about how you can include the time and effort you spend volunteering into your individual development plan so you can document your success!

Global Volunteer Network

Resources and support

As a Volunteer Impact Leader, you'll have access to:

- **Training, email updates** and tools on our **volunteer resource center**
- **Regular meetings** with fellow Volunteer Impact Leaders
- A **Regional Impact Leader** to support you directly and help you troubleshoot any issues that come up as you're planning volunteer activities
- Your local communicator, who can support you in sharing stories of impact
- The **social impact store** where you can order branded volunteer t-shirts

You'll also want to know about several policies and guidelines that support you and your team in volunteering!

- Our **Volunteer Time Off Policy** allows employees paid time off to volunteer one workday per year
- Stryker may also **match** employee donations to eligible nonprofit organizations

Planning and managing volunteer opportunities

Defining volunteering

There are three main types of volunteering, which can be short or long-term opportunities depending on the needs of your community partner, the capacity of your team, and the impact you're hoping to make. Whatever type of opportunity you choose, remember to align the organizations you support with our **focus areas**.

1. **Traditional volunteering** includes opportunities designed to meet basic needs and address nonprofit challenges that don't require specific skills. Some examples include reading to children, planting trees, park clean-ups, Red Cross blood donation or mentorship programs for students.

2. **Virtual volunteering** is online or remote volunteering and allows you to commit your time, services and knowledge over the internet via computer, tablet or phone to support a cause that's important to you (see **appendix 1.0** for sites that may help you find virtual opportunities).

3. **Skills-based volunteering** is when employees with specific skills are matched with community partners for work on a particular opportunity. Some examples include pro-bono legal support, communications or marketing support, graphic design, HR strategy, technology or financial services.

Team building through volunteering

No matter the type of volunteer opportunity you choose to organize, you'll be leading **team-based volunteer** activities for your colleagues. The benefits of high-functioning teams are well documented, and a shared volunteering experience can help employees connect their personal meaning to our purpose.

A study conducted by Google revealed five key dynamics that set successful teams apart from others.

These dynamics are:

1. **Psychological safety:** Can we take risks on this team without feeling insecure or embarrassed?
2. **Dependability:** Can we count on each other to do high-quality work on time?
3. **Structure and clarity:** Are goals, roles, and execution plans on our team clear?
4. **Meaning of work:** Are we working on something that is personally important for each of us?
5. **Impact of work:** Do we fundamentally believe that the work we're doing matters?

Keep these dynamics in mind as you plan and organize volunteer teams and we'll talk more about connecting volunteers to meaning and impact in our next section.



Finding a volunteer opportunity

As you start looking for an opportunity:

- Ensure the cause aligns with one of our four focus areas (see box for examples).
- Think about issues, causes or organizations that are important in your community
- Remember that your local nonprofits are the experts on community needs; see what volunteering opportunities they already offer or if they have projects that need more support. We never want community organizations to feel they must engineer an opportunity that doesn't meet an actual need just to satisfy our volunteer inquiry.
- Be curious – listen and learn from your community partners. How can you and your team of volunteers help advance their mission and ours?

Examples of volunteer activities in our focus areas:

- Organizing a blood drive through the American Red Cross or driving patients to cancer treatments as a Road To Recovery® volunteer for the American Cancer Society (advancing healthcare)
- Reading to kids at a local school or serving as a mentor (supporting education)
- Working to restore a local watershed or planting trees in low-canopy neighborhoods (improving environmental health)
- Staffing a local BIPOC arts festival or participating in a classroom arts project for underserved youth (enriching community culture)

When you're ready to outline the parameters of your volunteer opportunity, ask yourself:

- What are some of the social issues I've heard about or noticed lately in my community?
- How big do I want my volunteer team to be: large-scale or a tight-knit group?
- Do I want to plan a repeat activity or am I looking for a one-day opportunity?

Once you have a picture of your volunteer opportunity in mind– you're ready to explore! Here are some options for beginning your search:

- Check out **our Impact platform** for existing volunteer opportunities
- Browse external websites that help you find and register for existing, ready-to-go, in-person and virtual opportunities (see **appendix 1.0**)
- Ask your colleagues to share any interesting opportunities or nonprofit organizations they're familiar with that you might not know about yet
- Search for nonprofits in your community that serve the cause you'd like to support

Once you have a community partner in mind, be sure they're set up in the **Impact platform**. If they're not yet registered, you can add them as a cause in the platform (see **appendix 1.1** for instructions). From there, you'll create and promote the volunteer opportunities you organize in Impact so your colleagues can find them and participate with you!

Scoping a volunteer opportunity

Once you've identified a community partner that aligns with our focus areas, if there's not yet a ready-made volunteer opportunity in place, you'll need to take the time to thoughtfully scope the opportunity with the nonprofit organization (see **appendix 1.2** for a scoping guide and **1.3** for email outreach templates).

This means defining needs and parameters – and determining things like timeline, materials, people, skills and outcomes. When scoping an opportunity, you'll want to:

- Ensure it's a good fit for your community partner and for your volunteer team,
- Get a sense of the primary project goals before going deeper with planning,
- Meet with your partner to connect and set expectations. You may need more than one meeting to establish your next steps – that's completely normal!

To make sure you have a clear sense of what needs to be done during your project and how you'll do it, keep these things in mind:

1. **Do your homework:** Get curious. Do some research about your potential partner before you speak with them to learn more about their approach and the community they serve – show up to the conversation prepared to acknowledge and recognize their work.

2. **Be responsive, not prescriptive:** Listen closely for any **needs, challenges or opportunities** that you might be able to respond to with volunteer support. It's your job as a Volunteer Impact Leader to center your community partner's needs and goals throughout the project because we want our volunteers to be valuable partners!

3. **Define the commitment:** It can be easy for projects to go awry because of poor communication and a lack of shared understanding. Remember that starting and stopping activity when a volunteer or volunteer team falls through is **costly** for nonprofits. If there is a risk that you won't be able to keep a commitment, start by committing to less and then revisit and expand your commitment as time goes on.



4 **Communicate with curiosity and openness:** You build relationships with a community partner by establishing trust, and you maintain relationships through empathy and humility. When talking with your partner, ask about their story: understand why the organization exists and what it hopes to solve. You can't focus on the particulars of a volunteering opportunity without understanding the big picture – their mission.

5 **Think about sustainability:** Is the goal to finish a series of tasks, or is it to create certain outcomes for a specific community of people? Will it be completed at the end of the volunteering opportunity? If your team can't finish the project, is it easy for another volunteer team to pick up where you leave off?

6 **Agree on tracking methods:** This one is especially important for capacity-building or skills-based opportunities. By documenting and transferring knowledge, you make it possible for your community partner to continue to build on your work long after your project finishes.

7 **Focus on who the project is for and why it matters:** Part of your role is to extend the focus beyond tasks and logistics to include people and human connection. As you're designing your volunteer opportunity with your community partner, explain this approach. Talk about how we hope to center meaning and empathy in our work to ensure that people who volunteer are having human-centric experiences – as opposed to only focusing on tasks or logistics.

Planning and running a volunteer opportunity

Though you're the leader, you don't have to manage everything by yourself! Once your team is established, consider:

- **Selecting a "co-leader"** – or even a few co-leaders! – who can help you manage tasks, communicate with the team and guide the vision of the project. This may be other Volunteer Impact Leaders, or it could be another strong volunteer on your team.

- **Delegating**. Volunteer Impact Leaders can get stuck on the "voluntary" aspect of programs like this - they worry that people don't have the time or desire to take on specific responsibilities. While it's true that people are busy, it's also true that volunteers give more time when they feel their contribution is necessary. And that's the key – delegating responsibility becomes a powerful form of peer recognition when it's done right.

- **Outlining specific roles and responsibilities.** Rather than sending your core team a general request for help – or worse, doing all the work yourself - assign your core team to take on specific roles and responsibilities. (see **appendix 1.4** for some specific functions you can delegate to your co-leaders).

- **Creating a project plan to track tasks and logistics.** Use whatever project planning tech you'd like – just make sure it "lives" in a central location so it's easy for everyone to use.

Accessibility and safety

One of your top priorities is to ensure the safety of everyone taking part in your volunteering opportunity – this means making sure all safety hazards and accessibility standards are met for both onsite and virtual volunteering.

Creating a safe volunteer environment starts far in advance of the opportunity itself. When thinking about physical safety, be sure to discuss activities with your nonprofit partner to identify and remove any risks that may cause injuries to volunteers. Trust your gut: never agree to participate in an opportunity you feel is unsafe for volunteers (see **appendix 1.5** for a safety hazard assessment checklist).

Psychological safety

While physical safety and accessibility is a necessary part of volunteering, the **psychological safety** of your participants is also important. Your approach to safety and wellbeing can result in a more positive experience for volunteer participants and community partners, so thinking of your volunteer opportunity as a holistic experience is key.

In a team with high psychological safety, everybody feels safe to take risks around their team members. They feel confident that no one on the team will embarrass or punish anyone else for admitting a mistake, asking a question, or offering a new idea.[1]

Partner communication

When it comes to communication, be sure to connect regularly with your community partner, especially when your volunteer opportunity is long-term or complex. This ongoing communication is crucial to ensure that everyone is on the same page and to provide your community partner with a chance to reinforce their vision and goals for the project.

You may also want to hold:

- **A kick-off meeting** at the beginning of the project planning process gets your volunteer team and community partner on the same page about what success looks like. Your community partner can share about their mission and goals for the project, and speak to any resource or time constraints. You can take this time to share your goals for the volunteer opportunity.

- **Milestone meetings** for longer-term or skills-based opportunities, used to formally provide your team with ongoing feedback. These feedback meetings help ensure your shared vision is on track.

- **A wrap-up meeting** to elp celebrate and showcase the work of volunteers. Consider inviting important stakeholders like board members, managers or other nonprofit staff to this meeting.

1 re:Work. Project Aristotle. (2022). Retrieved from https://rework.withgoogle.com/print/guides/5721312655835136/



Recognizing participants and celebrating impact

Make sure you **recognize and thank your community partner and your volunteer team**. Expressions of gratitude and recognition go a long way towards relationship-building and future opportunities! Here's how:

- **Document results and impact**. Communicate what was accomplished with your team, your communicator and relevant leaders. Ask if there are ways you can support your partner in sharing the achievements of your work together with their stakeholders.

- **Nurture relationships with your community partner**. Help create awareness for your partner's mission (internally or externally) and consider ways to offer your services in the future.

- **Recognize and celebrate** your work! Throw a party or call out the good work you've observed. Recognition through both inclusivity and ongoing support are awesome ways to show your appreciation. Remember to say "thank you" to everyone involved (see **appendix 1.6** for thank you note templates).

- **Share stories** – one of the most powerful ways we communicate as humans! Work with your team members to collect stories of impact to share with your team, your community partner and your Regional Impact Leader.

Capture the impact

As we work to create healthier communities, it's critical that we understand – and communicate – how our efforts are contributing to that broader goal.

Keep the following considerations in mind as you document the impact of your volunteer opportunity:

Community impact

- Impact measures need to be **defined by your community partners** — be sure to approach conversations about impact from a lens of curiosity and learning.
- You'll want to share these impact measures with your volunteer team and other key stakeholders so they are aware of these important contributions.

Our impact

- Remember that documenting basic volunteer metrics such as **numbers of team members participating** as well as **volunteer hours** helps us track and celebrate participation and identify areas of improvement (see **appendix 1.1** for instructions on tracking in Impact).
- As we continue to grow and evolve volunteering, these important metrics can help generate interest and involvement for volunteer opportunities – ultimately making the recruitment part of your role as a Volunteer Impact Leader a bit easier.

Personal impact

- Ask volunteers to share how their experience helped **enhance leadership and other skills** and help them document their progress toward development goals.
- As part of the debrief, you'll be asking each volunteer to personally reflect on their experience and how it aligned with their expectations. This activity helps them make sense of their experience and encourages them to think about the project beyond the volunteering environment.

Leading with a transformative approach

A transformative approach

A big part of your role as a Volunteer Impact Leader is to help volunteers understand **who your project and the work you do is for and why it matters**.

"Transformative volunteering" is an approach to volunteering that can be used in almost any type of project and helps participants find meaning beyond project tasks and logistics by focusing on **people and human connection** – it helps root action in our shared humanity. This approach is achieved by applying three simple key practices:

1

The brief,
where we set the stage for our volunteers by creating an "alert" moment, and by explaining who the tasks are for and why the project matters (see appendix **1.7**, **1.8**, **1.9** for more about the brief)

2

Guiding volunteers,
where we determine how to best meet the needs of our volunteers (see **appendix 1.10** for more on guiding volunteers)

3

The debrief,
where we help volunteers reflect after the opportunity to make sense of their experience (see appendix **1.8** and **1.11** for more about the debrief)

Using these key practices creates an environment where:

- Your volunteers deepen their understanding of and create personal connection with the community or cause you're supporting.
- The purpose behind the project is clear to participants.
- Volunteers are more likely to participate again, to tell stories about their experience and to inspire others to join.
- We get closer to communities and causes that may be unfamiliar to us - which can cause empathy to deepen.
- We have an opportunity to change how we see ourselves in the world, what we believe to be true in the world and, ultimately, how we behave and act in the world.

All the outcomes above can make a lasting change beyond your volunteer project!

Leading and motivating volunteer teams

Learning from leading

Successful leaders have many different roles to play on a team – they must be able to effectively communicate, motivate and work toward a shared goal in an environment of mutual respect and collaboration with diverse groups of people. Volunteering offers an amazing opportunity to develop and strengthen these skills. Here are some of the most accessible skills you can strengthen or develop as a Volunteer Impact Leader:

1. **A greater capacity for empathy:** The ability to be compassionate and connect with others is critical to our lives, both personally and professionally. Demonstrating empathy – a key part of emotional intelligence – improves human interactions in general and leads to more effective communication and better outcomes in both work and home settings.

2. **Storytelling skills:** By honing your ability to tell your story and listen to and reflect on the stories and experiences of others during project planning and execution you can:
   - Enhance self-understanding and self-awareness
   - Actively promote empathy for others in a tangible and connected way – in and outside of a work context

3. **Organizational skills:** As a Volunteer Impact Leader, you work to plan effective meetings, organize logistics, budget time and money, coordinate others, delegate roles, set goals and track results. These are tangible skills that you can practice or refine in a relatively low pressure setting and bring them back to your role at work.

4. **Agility and resilience:** When you lead or participate in a volunteer opportunity, you apply the knowledge and skills you already have, but in a different environment, with different resources and with different people. This gives you a chance to test your resilience and push your existing skills to even higher levels.

5. **People management:** Bringing people together as a team, creating clear lines of communication and encouraging collaboration are all essential parts of being an effective leader. You have an opportunity to become more aware of human motivation and to ask yourself, "What engages my colleagues? How do I inspire intrinsic motivation to volunteer?" All these skills translate back to the workplace.

Be sure think about how you can include the time and effort you put into volunteering into your Individual Development Plan so your work is visible to your manager, and to really track your success!



Global **Volunteer** Network

Motivating volunteers

When you're recruiting a volunteer team, it's not always easy to get a "yes"– so it's important that you're clear about the project's value. And, when you're getting ready to bring people into the project, you should have a sense of what motivates your colleagues to say "yes."
There are two dimensions to recruiting for volunteering projects:

- **Clearly defining roles and opportunities:** This includes clearly stating the roles for the project and the skills required so you can attract the right people.
- **Articulating project value:** This means thinking about how this project might appeal to the people you're asking to participate. What do you hope to accomplish together? For who? Why does it matter? This is all important information to share as you're recruiting people to join you. Remember that not every project will appeal to every individual…and that's perfectly OK!

After you complete project scoping and planning with your community partner, you'll be clear about the required project roles. The trick is clearly outlining the skills needed (this is especially important on a skills-based project), the different opportunities for learning on the project and the required time commitment: think of it like writing an actual job description. You can break it down into:

Skills: What are the specific skills volunteers need to be successful? Examples are things like influential presentation skills, the ability to navigate difficult conversations, creative problem solving or even the ability to brandish a paint brush or any other kind of physical labor.

Functional or general skill level: What level of functional or general skills will volunteers need to contribute to the project? Do you need an expert, someone who is proficient or someone who is willing to learn while doing?

Specific background and experience: Are there specific experiences that would be helpful for the volunteer to have, such as exposure to a specific technology or platform or experience managing remote teams?

Feel free to get creative and add details you think will appeal to others.

Creating project value

While it's important to center the needs of your community partners, it's also important to center your volunteers and their experience so they understand why the project is valuable for the community and for them.

To do this, you'll want to create a project outline with your volunteers in mind! Try to showcase elements of the opportunity that speak to people's **intrinsic motivations** as well as extrinsic motivations. Though it's good to remember that not everyone will be ready to take part, or feel like they can take part, depending on where they are in their life and in their volunteering journey.

Extrinsic and intrinsic motivation

There are two types of motivation: extrinsic and intrinsic.

Extrinsic motivation is when we are motivated to perform a behavior or activity to earn a reward or avoid a punishment. It's when motivation comes from outside of us – when we feel obligated or like we "should" do something.

Intrinsic motivation involves engaging in a behavior because it is personally rewarding. We perform the activity for its own sake rather than the desire for some external reward. Intrinsic motivation comes from inside us – it's an expression of who we are. Intrinsic motivation naturally compels people to learn and explore – it's when humans are at their healthiest. It's a critical element in cognitive, social, and physical development because it is through exploring our inherent interests that we grow in knowledge and skills.

If you understand the difference between intrinsic and extrinsic motivation, will you know how to motivate people in a volunteering context? Almost. All you have to do now is figure out how to appeal to the intrinsic motivators that already exist, a process called "value bundling" – where we identify and speak to the numerous motivators in a person's life through what they value personally and professionally (see **appendix 1.12** for a value bundle worksheet).

When you're ready to recruit volunteers, there are a few different channels and tools you can use to reach out to and communicate with your colleagues. These include:

- **Email or Teams**: If appropriate, reach out to colleagues via email or post on applicable Teams channels.
- **Ask to speak at an upcoming meeting**: Request time during an upcoming team or functional meeting to share some quick and inspiring details about your project.
- **Engage local leaders and managers**: The support from leaders means so much – ask for support from managers within your team and see the impact it can have! Leader and manager support helps create a sense of permission and importance for volunteers.
- **Partner with other existing employee groups**: Ask influencers or other employee group leaders to help spread the word!

If you're looking for other ways to spread the word and recruit volunteers, don't hesitate to reach out to your Regional Impact Leader for ideas.





Gettting started and next steps

Here are some immediate next steps you can take to keep your momentum going!

1. **Notify your manager** that you've completed the Volunteer Impact Leader training and answer any questions they have around time commitment or support. Remember to talk to your manager about adding your role to your Individual Development Plan.

2. **Log into the volunteer resource center and CR resource center** to ensure you stay up to date on the latest volunteer happenings.

3. **Connect with other Volunteer Impact Leaders**! This can be your local team, or teams around the world! Reach out and see what your peers are planning, as there may be opportunities for collaboration and partnership.

If you have questions, please contact your Regional Impact Leader for answers!

Appendix: Additional resources and templates

1.0 External websites with volunteer opportunities

Global	U.S./Canada
Catchafire: Catchafire strengthens the social good sector by matching professionals who want to donate their time with nonprofits who need their skills.	**VolunteerMatch**: VolunteerMatch is one of the largest sources for volunteer opportunities with nonprofits working on a variety of causes and includes a database of virtual volunteering opportunities that can be completed remotely.
Points of Light Engage: Points of Light Engage pulls volunteer opportunities from sites around the web to provide a comprehensive database of volunteer opportunities worldwide.	**Cuso International e-volunteering**: Opportunities include translating, website design, brochure design, logo design, editing, and advising on specific businesses, such as coffee processing and marketing. Note that many tasks are available only to online volunteers that are Canadian citizens (can be anywhere) or people living in Canada.
Unified Volunteer Platform: The United Nations Unified Volunteer Platform mobilizes volunteers to contribute to peace and development programmes through volunteerism worldwide.	**Taproot**: A platform from the Taproot Foundation connecting nonprofits with skilled volunteers for pro-bono consulting opportunities.

1.1 Impact platform instructions

- You will find instructions for the Impact platform **here**.
- If your community or nonprofit partner is not yet set up on Impact, they can email **causes@benevity.com** for assistance in getting their profile uploaded to Impact

1.2 Scoping guide

(**Note**: This is a **very** comprehensive scoping guide – pick and choose the most relevant questions!)
Part 1 and part 3: Be sure to gather this information, no matter what type of volunteer opportunity it is!
Part 2:
If a volunteer opportunity already exists, use part **2a**.
If a volunteer opportunity needs to be developed, use part **2b**.

Part 1
Contact information



Primary point of contact:

- Are you the primary point of contact for this volunteering opportunity? If not, who would that be (name, email)?
- What's the best way to communicate with you/this person regarding this project?
- Do you have any work schedule considerations I should know about (e.g. upcoming vacations, major events or out-of-office times)?

Part 2a
Opportunity overview (If a volunteer opportunity already exists)

- Could you provide some additional detail on what this volunteering opportunity will entail?
- Is this opportunity in-person or virtual/asynchronous?
- Is this an opportunity you've done with volunteers in the past?
- What participation do you need from us for the planning process?
- Does your team manage the day-of-event logistics?



Opportunity details:

- How many people can participate in this opportunity?
- Is this a one-off opportunity or ongoing?
- What day(s) is this opportunity available?
- Are there specific start/end times? (include time zone if needed!)
- Are there any on-site safety considerations to keep in mind?
- Is any food/water provided on-site? If not, is it ok for us to provide this?
- Are there any budget requirements to participate in this opportunity?
- If asynchronous or virtual, is there an opportunity to gather participants before/after the opportunity online for a brief and/or debrief with your team?



Volunteer requirements:

What skills will volunteers need to have to participate?

- If in-person, ask the basics like lifting a certain amount of weight, standing on their feet for a specific period, etc.
- What materials will volunteers need to participate? (even something as small as a pen!)
- Be sure to ask about clothing requirements (e.g., closed-toed shoes, long sleeves) and, if outdoors, any weather-related suggestions (e.g., sunscreen, hat)
- Is the volunteer site accessible to those with mobility challenges (e.g., ramps instead of stairs, etc.)?

Part 2a
Opportunity overview (If a volunteer opportunity already exists)



Physical logistics specifically for virtual/asynchronous opportunities:

- Are there any physical elements involved in this virtual/asynchronous opportunity (e.g., they'll be shipping a kit of items to volunteers at their home or office)? If no, move to the next question. If yes, answer:
- Will you please describe the opportunity?
- What, specifically, is involved in the opportunity? (request photos or descriptions of items)
- Do you need mailing addresses for volunteers in order to participate?
- What is the anticipated timeframe of delivery/receipt?



Online logistics:

- Is there an online component involved in this opportunity? (If no, move to the next question, if yes, ask the questions below.)
- Will you please describe the activity?
- Is there a specific day/time involved in the online component?
- If yes, will a recording be provided to those unable to attend live?
- What platform will be used for the opportunity (e.g., Zoom/Teams, etc.)
- Any specific technical requirements?



Cautions and concerns:

- What concerns do you have about completing this opportunity? (share anything that jumps out to you as a pinch point)?

Part 2b
Exploratory conversation (If a volunteer opportunity does not exist)



- What are some of the challenges currently facing your organization – some examples are capacity (staffing, gaps or underdeveloped systems and processes to manage the organization, lack of resources for beneficiaries, etc.), material needs (e.g., equipment or supplies), or financial?
- What are some of the challenges faced by the people and communities you support?
- What do you think is our major opportunity to address one or more of those challenges right now through volunteering? (the partner may not have an answer right away – offer to let them speak with their colleagues or to have another call with additional stakeholders to work through it!)

Part 3
The impact (Why it matters – use once you have established an opportunity)



Task significance:

- How would you relay the meaning of this opportunity to a volunteer?
- How does this impact your beneficiaries?
- What does it mean to them?
- What's something unique about this opportunity volunteers might not consider or realize?



Proximity to beneficiary and stories of impact:

- Could you share a story of an individual your organization works with who has been touched by your mission?
- How do you typically collect stories of impact from your beneficiaries/community?
- Is there anything we can do to help in the collection of stories?
- How can we help you amplify these stories of impact?



Measuring impact:

- How does this volunteer opportunity help you meet your organization's objectives?



Social sharing:

- Does your organization have any preferences for our sharing this opportunity on social media?
- Will your organization share our involvement on social media?



Final check-in/missing details:

- Is there anything else I should know or be sure to share with volunteers about your organization or this opportunity?
- Do you have any questions for me?

1.3 Email outreach templates

Email template: Nonprofit/community partner outreach

Subject: Stryker is interested in volunteering!

Hi [**nonprofit partner name**] Team,

My name is [**your name**], and I am a Volunteer Impact Leader at Stryker – I help lead Stryker employees in volunteering in our community. We're very interested in volunteering with [**nonprofit partner name**]. Does your organization have the need, interest and capacity for corporate volunteers?
If so, would you be willing to schedule a brief call to explore how Stryker volunteers might be able to support your organization and what working together could look like?

Thanks in advance for your consideration!

[**your name**]

Email template: Nonprofit/community partner scoping

Subject: Stryker volunteers: project planning call

Hi [**nonprofit partner name**],

We are looking forward to volunteering with <Organization name>.

Would you have 45 mins-1 hour in the next week to have a phone/Zoom call to walk through some of the details of this project? I want to get to know you and your organization better, learn more about what you need from this project and ensure our expectations are aligned.

Please let me know times that work best for you, and I would be happy to send a meeting invite/ calendar hold.

Let me know if you have any questions I can answer before we connect.

Thank you!

[**your name**]

1.4 Suggested role assignments

Secretary and Treasurer	Communications Lead	Recognition Lead	Relationship Manager
Develop meeting agendas Track activity and report out after meetings (minutes and action items) Manage and approve budget requests	Develop a communications plan that aligns with volunteering and giving opportunities Develop key messaging to promote local opportunities Help develop and disseminate local stories of impact Partner with communicator to amplify local stories	Create a recognition plan around office events and communications to celebrate and appreciate volunteers Hold monthly check-ins call with employee volunteers Work with communicator to develop people-centered communications	Create a plan to help foster great relationships both in and outside the business, including: • Keeping managers informed • Helping leadership be more visible in the community • Creating great relationships with volunteers • Maintaining mutually beneficial relationships with nonprofit partners

1.5 Safety hazard assessment checklist

Hazard assessments identify hazards that could cause harm, assess the degree of risk and map a plan to mitigate that risk. We recommend you perform the hazard assessment with your community organization directly.

Checklist to complete a hazard assessment:

- List the major tasks to be performed by the volunteers or community served.
- Identify the hazards and the risks related to the tasks.
- Who is the point of contact for the nonprofit or facility?
- Are there tripping hazards?
- How will people enter and exit?
- How many can be served at one time in the space?
- What could go wrong?
- What are the safety concerns?
- Confirm methods of hazard control are in place.
- Are the standard procedures identified and communicated?
- Do the volunteers have the knowledge to perform these tasks safely?
- If something were to go wrong, who do you talk to?
- Do they have the proper tools and equipment?
- Do they have the proper personal protective equipment (PPE)?

If you find that certain tasks are too dangerous or the hazards cannot be controlled, and thus the health and safety of the volunteers cannot be reasonably guaranteed, those tasks shouldn't be performed, or alternative volunteering options should be found.

In some cases, community organizations have already completed hazard assessment reports. It would then be unnecessary to perform new hazard assessments, but a Stryker copy should be secured and reviewed with participants.

1.6 Email thank-you templates for volunteers and community partners

Email template: Post project thank you (nonprofit)

Subject: Thank you from Stryker Volunteers!

Dear [**nonprofit partner name**],

On behalf of Stryker volunteers at [**location**], I'd like to thank you for your partnership and tremendous heart throughout our volunteer project. We've learned so much about [**nonprofit partner name**]'s impact and are proud to play a small part in your service to our community. It has been an invaluable experience, and we hope to partner with you again in the future.

Please keep us informed of any immediate or longer-term outcomes of this project and your mission – I'm sure the team would love to hear about it.

With gratitude for you, your team and all that you do.

[**your name**]

Email template: Post project thank you (volunteer team member)

Subject: Thank you for volunteering and final steps

Dear [**name**],

Throughout this volunteering project, you have shown that you care deeply about the people and communities we serve, our fellow team members and [**nonprofit partner/cause**]. Your hard work and dedication are greatly appreciated – it was an absolute pleasure to work with you, and you are an incredible asset to the team.

As a result of our work, we achieved [**describe impact**]. Our partner was incredibly pleased with our service and hopes to partner with us again in the future should the opportunity arise.

Thank you again for your hard work and dedication. I hope to see you take part in future volunteer opportunities. If you're interested in participating again, let me know!

Kind regards,

[**your name**]

1.7 Key practice #1: The brief

The brief is a story you'll share at the start of a project that invites volunteers to consider the real meaning behind the work they're about to complete. The brief gently adjusts our focus from **how well and how quickly** we can get tasks done to **the people, community, or cause that the project is for and the impact our volunteering has on them**.

To be effective, your story must have three elements:

1. **A disorienting dilemma** that challenges assumptions. As a Volunteer Impact Leader, you can craft a brief that has the potential to create an "alert moment" that triggers a disorienting dilemma (which is when we're faced with a situation where our experience doesn't match our expectations).

2. **Task significance** or a clear explanation of why our tasks while volunteering matter. This means explaining who the task is for and how your actions and the project outcomes will affect the issue, cause or people at the heart of the nonprofit's mission.

3. **Proximity to the beneficiary**, which simply means helping others feel closer to the people or communities you're serving. You can do this by talking about a real person and their real story. Invite volunteers to imagine what it would be like to live as this person, while being conscious that our perspectives are limited to our own experiences.

To craft your brief, start by speaking with your community partner. You'll want to be familiar with their work and the role of Stryker volunteers to help tell a simple, yet effective, story (see **appendix 1.8** for an example of an effective brief and **1.9** for a worksheet that will guide you through the questions you'll want to ask to tell a compelling story.)

1.8 Example of an effective brief and debrief

What's the difference between transactional and transformative volunteering? Here's an example of the same volunteering opportunity, one done in a traditional, "transactional" style and one using the "transformative" approach, which includes the brief.

Transactional volunteering

So, I'm sitting at my desk when Charlie pops his head in and asks me, for the third time that month, if I want to go to this volunteer event he's running on the weekend. And, because it's Charlie, and because I've said "no" to the other two events he's asked me to go to in the past few months, I begrudgingly agree to help him out.

When I arrive at the event on Saturday morning, groggily holding my now cold coffee, I climb out of my car, tired, cranky, but resigned to do my duty, and walk up to the door, not even totally sure I'm at the right place until I see someone wearing the company shirt through the screen door. When I get inside, I eventually find Charlie who, smiling, welcomes me, thanks me for coming and lets me know where to get a paintbrush and paint and that I can begin by painting the trim around the stairs.

A little while later I've finished painting the trim and I go and ask Charlie what else I can do. He directs me to a few women who are washing the insides of the windows and I go over and join them. We chat while we're cleaning which was cool because I work near them, but had never met them before. Eventually, I look at my watch and it's 11:30. I have a lunch at noon, so I figure I should get going. I find Charlie, let him know that I need to go. He asks me to clean my brushes, I say sure, do that, and I'm on my way.

Transformative volunteering

So, I'm sitting at my desk when Charlie pops his head in and asks me, for the third time that month, if I want to go to this volunteer event he's running on the weekend. And, because it's Charlie, and because I've said "no" to the other two events he's asked me to go to in the past few months, I begrudgingly agree to help him out.

When I arrive at the event on Saturday morning, groggily holding my now cold coffee, I climb out of my car, tired, cranky, but resigned to do my duty, and walk up to the door, not even totally sure I'm at the right place until I see someone wearing the company shirt through the screen door. When I get inside, I eventually find Charlie who, smiling, welcomes me, thanks me for coming, and lets me know where to get a paintbrush and paint, and that I can begin by painting the trim around the stairs.

Before I turn away to get started, Charlie says, "Oh, and we'll be gathering in the kitchen in about five minutes to brief everyone about this organization and what we're doing here today – before we all get too into our work!"

When I go to the kitchen, along with about 15 other volunteers from the company, we gather in a circle and Charlie says,

Thanks for coming today everybody, I really appreciate your time. I know you all likely had other things to do today, but instead, you're here. I can't thank you enough. Now we're going to take a second and get to know one another a little better."

Charlie asks us to go around the circle, say our names and what we do at the company, and what we hope to get out of today. It's pretty interesting because I don't get a chance to talk to these people often – or at all.

When we're done, Charlie takes a second to outline the exits, where we can clean our brushes and a few other helpful tips for the project that day. Then he introduces Dave, who manages the programs at the youth center.

Dave says, "I know you had a lot of other things to do today, so like Charlie, I want to thank you for being here. I also want to take a minute to tell you about the Phoenix House - and why it matters that you're here. The Phoenix House is a transitional home for youth who have been living on the street. They have to apply to get into this program and three young men who qualify are placed here with one adult supervisor. While they're here, we teach them the basic life skills they need to get a job and get off the street. We teach them interview skills, financial literacy, how to show up on time for a job and how not to yell at your boss when you're frustrated with them. These are skills that many people take for granted, but actually, if you weren't taught these skills, most people don't know that they're expected. We teach them these things and how to keep this house up, but they have a lot of responsibilities and they can't always get to the areas you're taking care of today - like painting the trim and washing the windows. But job skills and financial literacy are not the greatest barriers to a better life for these kids - the greatest barrier is that when bad things happen to them, they believe they deserve it. These kids struggle for a sense of dignity. So when good things begin to happen, their temptation is to pull the pin and blow it all up. But when they come home tonight and they see that men and women they don't know and will likely never meet took the time on their day off to paint and clean for them - to make the space they live in more beautiful - they just might begin to believe they're worth it. And as they believe differently about themselves, the trajectory of their lives changes.

"You are here today to instill a sense of dignity in the kids who live here. You are here to help them believe that they're worth a better future."

I think, well, okay, I've never thought about it like that before. And then Charlie says, "Okay, everybody – let's get to work." And we're painting and I'm chatting to my co-workers, and as I run the brush along the wall, watching as the group slowly makes the room cleaner and brighter, I'm thinking about what I heard in that brief. I'm thinking about dignity. Throughout the event, Charlie walked around asking each volunteer how they were doing - thanking some, giving some extra tasks, and just chatting with others.

When we're wrapping up for the day, Charlie comes around to each of the volunteers and let's us know we're gathering together again in the kitchen for a debrief. When we're all back in the kitchen, he says, "Thank you again, all of you, for your time today. I'm going to ask you two questions, and you don't have to answer if you don't want to – but I want you to think about it either now, or on your way home, so,

One: What did you experience? And, two: Was it what you expected?"

He waits a minute or two and then Sharon pipes up from across the room and says, "Well, I didn't really think about youth on the street like that. I just kind of thought they didn't want a job and they were running away." A few other people speak, and then we end the project. As I leave, on my way to lunch with my friends, I'm thinking about those two questions. When I get to lunch, what do I talk about? I talk about youth, and painting and dignity. When I get home later, I tell my family about it. The experience stays with me. And, the next time Charlie asks me to volunteer, there's nothing begrudging about my answer when I say, "yes – of course."

As you can tell, a few tweaks to a traditional volunteering experience can make a world of difference in how your participants experience their volunteer project!

1.9 Brief development worksheet

As you work through scoping with potential community partners, gather information to help you create a project brief. This enables you to craft the story behind your project to inform, inspire and encourage reflection with volunteers. By documenting your responses to the following questions, it'll help you better articulate the story behind your project once you've finished scoping:

Category	Question	Your answer
Empathy	"**Can you identify and describe the issues affecting those you're serving?**" This question invites us to practice doing the work of articulating the issue we're addressing. Listen to your nonprofit partner and check the language on their website - they're the experts!	
Inspiration	**"Do I understand my community partner's mission and cause focus areas?"** What about this nonprofit or cause catches your attention in a way that you're likely to talk about later? An achievement? The size of the issue? Something you didn't know before? Something profound?	
Connection	**"Why is Stryker a good fit for this project?"** Answering this question helps you clearly connect this volunteering opportunity.	

1.10 Key practice #2: Guiding volunteers

Volunteers typically have different needs and varying levels of experience with volunteering. Knowing and being able to recognize where people are in their volunteer journey – stage 1, 2 or 3 – is key to meeting participants at their **highest level of contribution**. Meeting participants where they are creates an environment where their needs are met, they have a meaningful experience and where they can choose to keep developing as a volunteer. Guiding volunteers takes place from the moment participants join you – online or in-person – until the moment they leave.

Guiding volunteers means understanding the **journey of the volunteer** – these are the three typical stages people tend to go through as they go from less to more experienced as volunteers. Keep in mind that these stages are simply a helpful framework – not everyone is going to fit neatly into a stage.

Stage 1: Tourist

The first stage is one of casual curiosity. Like a tourist visiting a new place for the first time, a first stage volunteer is just beginning to explore. They must be given basic tasks that allow them to look, see and discover. If they're ready, they'll return to the experience of volunteering and continue through the stages.

Engaging tourists

- Assign specific tasks
- Communicate who to ask for help
- Check in regularly
- Keep tasks simple, straightforward and rewarding
- Gently invite to return if they're willing

Stage 2: Traveler

The second stage is one of meaningful discovery. Like a traveler who has begun to feel a sense of belonging to the place they visit, second stage volunteers internalize their motivation for volunteering. As they own the experience for themselves, they are ready to take on leadership responsibility and tasks that require increased commitment.

Engaging travelers

- Assign higher levels of responsibility
- Delegate tasks
- Give permission to lead
- Encourage them to recruit others
- Ask them to oversee other volunteers
- Provide avenues for learning new skills
- Ask to support again or join other opportunities or projects

Stage 3: Guide

The third stage is one of intentional alignment. Like a guide who introduces others to the charms of their favorite country, third stage volunteers are motivated by personal, intrinsic reasons. Guides are usually long-time, experienced volunteers who understand that volunteering helps them grow and learn as much as it provides opportunities to support their communities.

Engaging guides

- Collaborate on opportunity design
- Empower to connect with nonprofits and help lead opportunities
- Guide or support the brief and debrief
- Deputize to manage relationships and groups

1.11 Key practice #3: The debrief

The debrief is critical because it invites your volunteers to reflect on their experience. Without the debrief, volunteers are often left to make sense of their experience on their own, which can sometimes lead to isolated, discouraging, or inaccurate conclusions. We want volunteers to feel as if they've had a chance to process their experience with support and guidance (see **appendix 1.8** for an example of how do conduct a debrief).

To facilitate the debrief:

- Gather everyone together in a circle for the debrief at the conclusion of the event (this works both in-person and virtually).
- Tell participants you'd like to take a minute to reflect on their experience, but that **this is not an evaluation of the activity** (surveys can be sent later with evaluation questions).
- Invite people to put themselves in the story—of who they were or became during the project—by asking two simple questions:

? **What did you experience?**

? **Was it what you expected?**

Not everyone has to answer. The "awkward silences" that can go along with this reflection may seem a little long but hold out! – give people space to think. The point is to invite this type of reflection, so after a few people share, you can thank everyone for coming, ask them to consider the questions and send them on their way.

The feelings that come up during reflection can range from joyful and happy to discomfort or even shame. As people reflect, they're orienting to their experience and that comes with some processing. You don't have to dive deep into these feelings with people, but you can listen quietly and respectfully and help make people feel safe to share.

Remain curious, kind, and compassionate and give them permission to be candid – or to stop sharing, if they're feeling uncomfortable. No feeling is wrong, and every feeling is a stepping off point for exploration.

1.12 Value bundle worksheet

Do your coworkers crave meaningful social interaction, more time with their kids or a chance to network with other departments? What routine can help them achieve these goals? Volunteering. Determine what's in it for your colleagues and then "bundle the value" – show them how volunteering fits with their life and their schedule, and how it can improve their work and home life. Make volunteering the opportunity that helps them become who they want to be.

How to create a value bundle

Value bundling is essential. Why? Because getting your colleague to volunteer means adding another priority to an already extensive to-do list. The closer you can align the new behavior of volunteering with these existing priorities, the more likely they'll see volunteering as a valuable addition to their lifestyle.

Create gains, relieve pains

The number one trick when it comes to value bundling is to know your audience. How you create your value bundle depends on where you are in your initial project planning. If you're a new Volunteer Impact Leader, you're likely trying to find an opportunity that suits your business and volunteer team members. Or, you've found an opportunity, but you need to entice people to take part. Here are some ways to tackle both scenarios.

Finding an opportunity that fits

Talk to your volunteer team what matters to them. Here are some starter questions:

- In which areas are you already volunteering?
- What causes do you support?
- What issues do you find yourself reading about in the news, watching on TV?
- What do you find fun to do on the weekend? Hiking? Time with friends? Time alone?
- When it comes to time constraints what do you find is the consistent barrier to doing some of the things you've just mentioned? Kids? Other obligations?
- What are the things that usually make something 'worthwhile' when out with your friends?
- Related to the areas / causes that you care about - what's one thing that you wish you knew more about?
- When it comes to getting to know your colleagues better – what are two things that could help?

Research Stryker's cause focus areas. How do these focus areas fit with the needs and interests of your volunteer team?

Value bundles and team building

You know who volunteers regularly at your company. You probably ask them to take part a lot, because you know they'll say yes. But part of your role as a Volunteer Impact Leader is to get new people interested in volunteering – to help them fall in love with it. So, it's good to get a mixture of longer-term as well as new volunteers.

Talk to people who know and trust you, or who have shown some interest in taking part before, and find out what matters to them. Their schedules. Their interests. What are their pains? Their gains? Then work to frame your opportunity in a way that's appealing to people you think would benefit, and who are a fit. Value bundling helps you package participation in familiar habits. There are lots of ways to do this, such as:

- **Team building:** Most employees understand the value of team building and expect their managers to provide opportunities that promote and increase team effectiveness.
- **Professional development:** Volunteering offers a wider variety of opportunities to develop new skills and hone existing abilities than typical training or professional development courses.
- **Communication channels:** Use existing forums to educate employees on what is available to them.

1.13 Value bundle board

Populate this "value bundle board" as you're working with your volunteer team.

Volunteer team needs		**Volunteer project/opportunity**		
Gains	**Gain creators**	**Type of opportunity/(name of nonprofit if available)**	**Tasks to be completed**	**Potential outcomes**
Pains	**Pain relievers**		**Task significance**	**Potential impacts**

1.14 Volunteer opportunity release & consent form

Volunteer Opportunity: _____
Date(s) of Opportunity: _____

I voluntarily elect to engage in the Volunteer Opportunity on the date(s) described above. I recognize and agree that my participation in this Volunteer Opportunity is on a voluntary basis and that the Volunteer Opportunity is neither a required activity nor a function of, or related to, my position at Stryker. I certify that (1) I am in good health and capable of engaging in the Volunteer Opportunity; and (2) that I have no impediment which would endanger me while engaging in the Volunteer Opportunity.

I understand that the Volunteer Opportunity may not be monitored and as a result there may be a delay in response time if an incident occurs. I understand that I may stop participation in the Volunteer Opportunity at any time.

I agree that any injury I sustain during the Volunteer Opportunity does not arise out of, or occur in the course of, my employment with Stryker. I assume the risk of any injury, physical problems, damages or other loss that may develop as a result of my participation in the Volunteer Opportunity, which may include dizziness, fainting, muscle cramping, musculoskeletal injury, neurological impairment, sprains, strains, heart attack, stroke or sudden death. I understand that I must follow all rules, policies, or guidelines established for the Volunteer Opportunity.

General Release of Liability. I hereby release, waive, and discharge Stryker from any and all liability, actions, causes of action (including negligence), claims, demands, damages, costs, losses, expenses, compensation, third party actions, suit in law or in equity, including claims or suits for contribution and/or indemnity, and all consequential damage on account of, or in any way growing out of my participation in the Volunteer Opportunity, including though not limited to any accident, incident or illness that may occur as a result of my participation in the Volunteer Opportunity. I agree that it is my intention that the foregoing release waiver and discharge will (i) be a complete and total release of Stryker without any reservation of any rights related to the Volunteer Opportunity and (ii) apply to me, my heirs, executors, administrators and assigns.

Photo and Video Release. I agree that photos, images, or audio or video recordings ("Recordings") may be taken of me at the Volunteer Opportunity and grant to Stryker, the world-wide right in perpetuity to use, store, adapt, modify, reproduce, distribute, broadcast, communicate, publicly perform and/or display, in any form now known or later developed, the Recordings, as well as my name, quotes or testimonials and/or by incorporating such materials into marketing or advertising materials.

As used in this Release and Consent Form, "Stryker" shall include Stryker Employment Company, LLC, its parent company, subsidiaries, and divisions, including but not limited to Stryker Corporation, and their present and past directors, officers, employees, agents, and representatives.

I am of lawful age to make this Release and Consent.

Signature: _____ Date: _____

Printed Name: _____