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Thank you for volunteering with Wounded Warrior Project (WWP). WWP was founded on the principle of one warrior helping another. We began by providing backpacks and bedside peer mentorship to injured service members recovering in military hospitals. Today, we also provide education and employment opportunities, advocacy on Capitol Hill, benefits counseling, combat stress recovery, adaptive sports, and a variety of other meaningful programs. The inarguable virtue of WWP’s mission draws support among Americans from all walks of life.

You have reached out your hand to help our warriors heal, and for that, we are eternally thankful. Without your support, and the support of a grateful nation, wounded warriors and their families would not receive the vital assistance they need to move forward with their lives. We are humbled to continue to be your voice and vehicle for honoring and empowering wounded warriors.

As a volunteer, your contributions, dedication, and commitment are vital to our growth. Each volunteer opportunity, although different, contributes an important part to the organization as a whole.

This WWP Volunteer Handbook will introduce you to WWP, its mission, history, guidelines, and policies. You are encouraged to familiarize yourself with the handbook. This is a valuable resource and will assist you in your volunteer duties.

Thank you,

Steven Nardizzi
Executive Director
INTRODUCTION TO WWP

OUR MISSION
To honor and empower wounded warriors.

OUR VISION
To foster the most successful, well-adjusted generation of wounded warriors in our nation’s history.

OUR CORE VALUES
Fun
Integrity
Loyalty
Innovation
Service

OUR PURPOSE
To raise awareness and enlist the public’s aid for the needs of severely injured service members, to help them aid and assist each other, and to provide programs and services to meet warriors’ needs.

OUR HISTORY
Wounded Warrior Project (WWP) began when several individuals took small, inspired actions to help others in need. One night while watching the evening news, veterans and friends were moved by stories of the first wounded service members returning home from Afghanistan and Iraq. They realized something needed to be done for these brave individuals beyond the brass bands and ticker tape parades. What started as a program to provide comfort items to wounded service members as they arrive in the hospitals has grown into a complete rehabilitative effort to assist warriors as they recover and transition back to civilian life. Our programs nurture the mind and body, and encourage economic empowerment and engagement.
According to the Department of Defense, 54,682 service members were medically evacuated between March 19, 2003 and February 28, 2009.

Studies estimate as many as 320,000 of the 1.6 million service members deployed in support of OEF and OIF have suffered some form of traumatic brain injury.

Studies also estimate approximately 300,000 OEF/OIF veterans suffer from post-traumatic stress disorder (PTSD) or major depression.

Whether they arrive in the hospital off the battlefield or they are dealing with the after affects of war, WWP reaches out to these injured service members and lets them know they are not alone. Often the most positive influence is the friendship and understanding of a peer mentor, a fellow wounded warrior who can share their perspective from their own real-life experiences. Warriors helping warriors embodies the spirit of WWP and is represented in all of our programs designed to aid warriors in their journey.
Thousands of wounded warriors and caregivers receive support each year through the following WWP programs designed to nurture the mind and body, and encourage economic empowerment and engagement:

**Combat Stress Recovery** program was developed to address the mental health and cognitive needs of service members returning from Iraq and Afghanistan. The CSRP responds to the mental health needs of our warriors by addressing several key issues linked to combat stress, including stigma attached to mental health, access to care, and interpersonal relationship challenges. Given our specialized knowledge about the warrior population, WWP has designed services that meet the warriors at various stages of the re-adjustment process. Innovative programming provides therapeutic opportunities in novel settings whether at a national park location for Project Odyssey or via the Internet through the Online Combat Stress Program.

**Policy and Government Affairs** program is one of the primary goals at WWP. The program advocates for the warriors and their families. WWP will work at the federal level and provide a voice for the thousands of warriors we represent. WWP will keep warriors informed about changes in laws and programs that will impact the warriors and their families. WWP creates, advocates for, and helps implement legislation that will support the warriors and their families long into the future.

**Family Support** program provides support and respite programs for warrior’s family members, spouse, and/or caregiver. When a service member is wounded, the injury places tremendous stress on the individual’s family members, many of whom face a new role as full-time caregiver and advocate for the warrior’s recovery. These caregivers are integral to the warrior’s successful recovery, and as such need special programs and services to address the warrior’s unique concerns and needs.
**Benefits Services** program’s key parts are support and education. This includes advising warriors on their benefits and providing information on how to access them through the Department of Defense, Department of Veterans Affairs and Social Security. WWP has service personnel who specialize in benefits counseling and representation provided by each agency and can walk warriors through each step of the process. After a claim is filed, WWP will also work with the warriors to ensure it is processed correctly the first time.

**WWP Packs** contain essential care and comfort items including clothing, toiletries, calling card, and playing cards, all designed to make warrior’s hospital stay more comfortable. The backpacks are provided to severely wounded service members arriving at military trauma centers. Transitional Care Packs, a smaller version, are sent directly to Iraq and Afghanistan to provide immediate comfort during a warrior’s relocation to a U.S. military trauma center.

**Soldier Ride** is a WWP initiative that provides adaptive cycling opportunities across the country for wounded warriors. The rides are typically three to five days long and are geared for warriors of all abilities. Both adaptive and standard cycling equipment is provided, regardless of injury. In addition to the physical benefit, Soldier Ride also helps raise public awareness of the issues warriors face today through public events held throughout the ride. From the...
South Lawn of the White House to southern California to Nashville to New York City, warriors will have the opportunity to take part in annual events across the nation that will challenge them physically and mentally, building their muscles and confidence.

**Physical Health & Rehabilitation** program has four strategic objectives: 1) provide comprehensive recreation and sports program to optimize physical and psychological well-being of warriors; 2) develop physical health promotion strategies to improve warriors’ physical health; 3) ensure warriors with severe physical injuries have access to secondary physical rehabilitation and the latest technology to maximize their independence and; 4) identify and pursue legislative policy changes in support of physical health and wellness. The program is inclusive of all warriors including those with amputations, spinal cord injuries, burns, visual impairments, traumatic brain injuries, post-traumatic stress disorder, and other cognitive and mental health conditions.

**WWP Alumni** was created by wounded warriors for other wounded warriors and offers a range of programs and events designed for individuals’ needs beyond their hospital stay. WWP Alumni offers assistance, communication, and camaraderie for wounded warriors as they continue life beyond injury. Throughout the year, WWP offers a wide range of activities including educational sessions and sporting and social events that give individuals a chance to connect with other wounded warriors. Alumni can also participate in many WWP activities and events for newly injured service members.

**TRACK** is the first education center in the nation designed specifically for wounded warriors. It’s a one-of-a-kind, student-centric learning and training community that empowers wounded warriors in MIND, BODY, and SPIRIT. The program brings together a unique collaboration of partners in a comfortable and innovative environment. TRACK is a one-year program in Jacksonville, Florida, divided into two, six-
thinking about, in the process of, or already transitioned out of the military. The program offers unique ways to develop new career skills with real-world applications to empower warriors during their transition to the civilian work force.

**Warriors to Work** assists warriors with their transition to the workforce. The program offers warriors a complete package of employment assistance services including resume assistance, interviewing skills, job training, networking, and job assistance.

TRACK provides assistance with the transition into the workplace with six-month internships with local employers. While attending TRACK, all students earn a grant and have all living and student expenses covered. TRACK classes begin every August and January.

**Transition Training Academy (TTA)** provides warriors with innovative information technology (IT) training. Created as a joint effort with the Department of Labor (the Veterans’ Employment and Training Service and the Office of Disability Employment Policy), Cisco Systems, and WWP, the program helps warriors explore IT as a potential career field whether returning to active duty or
Peer Mentoring is often the most positive influence through friendship and understanding of a fellow wounded warrior, during a wounded warrior's initial recovery. It is critically important for the newly injured to know someone who has traveled before them on the same rocky road. WWP peer mentors are trained to be resources, listeners and “hospital buddies” who can share their understanding and perspective based upon their own real life successes. WWP’s peer mentors also serve as role models to the wounded warrior’s family, helping them visualize achievements possible through rehabilitation and hard work.

Hospital Outreach program provides tangible comfort and support to warriors upon their return from the war. Clearly the program begins at the bedside, but continues through the rehabilitation process. The program staff consists of hospital outreach coordinators (HOCs) and benefits liaisons. In addition to providing peer support, HOCs distribute WWP backpacks, comfort items and supplies, provide information on available government benefits, and help introduce warriors to relevant WWP programs.
WWP OFFICE LOCATIONS

Jacksonville, FL
7020 AC Skinner Pkwy, Suite 100
Jacksonville, FL 32256
Ph: 904.296.7350
Fax: 904.296.7347

New York, NY
370 7th Avenue, 3rd Floor, Room 320
New York City, NY 10001
Ph: 212.629.8881
Fax: 212.629.8885

Washington, DC
1120 G Street, NW, Suite 700
Washington, DC 20009
Ph: 202.558.4302
Fax: 202.898.0301
ROLE OF THE VOLUNTEER

The role of the volunteer is to assist WWP staff with their programs, keeping the motto, “it’s about the warrior,” in mind at all times.

DUTIES AND EXPECTATIONS
A description for your assignment will be developed by WWP staff or your volunteer coordinator. It will contain the purpose and duties of your assignment, as well as your assignment qualifications. You may not perform professional services for which certification is required unless you already hold the appropriate certificate or license and have received approval from your volunteer coordinator. Please provide a copy of any certification or license (i.e. special driver's licenses, CPR certificates).

SCHEDULE
It is important for volunteers to perform their duties per the agreed upon schedule. If you find you have a schedule conflict, please inform your supervisor as far in advance as possible so that alternative arrangements may be made.

REWARDS AND RECOGNITION
WWP is proud of our volunteers and their accomplishments. Each year, we celebrate this by presenting the Volunteer of the Year award to recognize the outstanding efforts of one volunteer.
The Volunteer Code of Conduct (VCOC) is a statement of behavioral principles, expectations, and ideals. It reflects how we respect and treat each other as members of the WWP volunteer network and provides a philosophy that guides our decision-making. It incorporates principles of justice and equality so everyone knows what is expected of them.

The VCOC is intended to motivate and assert values to which we can aspire. It is a “living” document reflecting the values of the past, guiding an ever-emerging future, and seeking ways to continuously improve all our activities.

It is a vision which aims to both explain the commitment of experienced members and to guide the induction of new volunteers.

The VCOC is consistent with our traditional values expressed in the WWP mission. WWP volunteers will be guided by the following:

**Safety**
- Put safety first in all our activities
- Follow all procedures to the best of our ability at all times
- Promote healthy and safe practices during volunteer projects and training

**Respect**
- Respect the cultures, beliefs, opinions, and decisions of others although we may not always agree
- Treat each other with courtesy, sensitivity, tact, consideration, and humility
- Respect the authority of those who hold office within WWP and respect each other regardless of position
- Respect the laws of the land as the basis for our behavior as WWP volunteers

**Trust**
- Value the trust we have in each other
- Seek to understand and appreciate each other’s abilities by working together and providing support
- Honor the confidentiality people place in us

**Integrity**
- Endeavor to balance organizational and individual needs
- Give honest, constructive feedback and value the input of others
- Treat each other fairly
- Make the right decisions, even if no one is looking

**Safety**
- Put safety first in all our activities
- Follow all procedures to the best of our ability at all times
- Promote healthy and safe practices during volunteer projects and training
Honesty and Truthfulness
- Be truthful with our colleagues and ourselves
- Admit when we are wrong and accept responsibility for our actions
- Express our views openly and directly without fear or favor, with tact and in accordance with known, available facts

Welfare
- Value our role in ensuring the safety of each other and the community
- Foster an environment of well-being, happiness, health, and prosperity
- Take care of, respect, and support each other

Loyalty
- Demonstrate commitment to the goals of the WWP organization
- Support, be faithful to, and honor the integrity of the WWP organization and its positions

Self Discipline
- Exercise self control in managing stress, anger, and our behavior
- Know when to walk away
- Recognize our limitations and those of others
- Believe in doing a job the right way and with appropriate enthusiasm

Camaraderie and Teamwork
- Rely on each other
- Have a bond that grows through shared experiences over time
- Work together towards an identified and common goal
- Recognize and acknowledge each other’s skills and abilities
- Create an environment that is supportive and encouraging to all members
- Acknowledge that our combined efforts exceed the sum of our individual efforts
- Accept that there are differing roles within the team
- Promote participation and cooperation

Support
- Share the load and provide encouragement to fellow members
- Offer sympathy and understanding when appropriate
- Help others achieve their endeavors and aspirations

Communication
- Value effective two-way communication
- Respect constructive comments and feedback
- Practice effective listening
- Be alert to non-verbal forms of communication
- Seek advice whenever appropriate
Leadership and Discipline
- Recognize the advisory board as part of our leadership structure
- Encourage non-confrontational leadership
- Give clear directions
- Lead in a responsible, patient, and motivational manner
- Share leadership through delegation and empowerment
- Defuse conflict by focusing on solutions
- Act in a responsible manner at all times
- Take pride in our actions and tasks being undertaken

Commitment
- Acknowledge that commitment comes from within
- Guard against over commitment
- Share and promote the culture, purpose, and objectives of WWP

Equity and Diversity
- Provide fair access to training and development opportunities
- Treat all people as unique individuals and value their beliefs, opinions, knowledge, and experiences
- Use appropriate language that will not offend others
- Actively discourage bullying, victimization, or demeaning humor

- Assign roles according to talents and abilities
- Encourage people to achieve and grow
- Stand up for the rights of others as well as our own and seek equitable solutions
- Recognize and congratulate the achievements of others
- Recognize that training of volunteers or participants is fundamental to our ongoing activities and partnership with WWP

DISMISsAL OF A VOLUNTEER
Volunteers who do not adhere to the code of conduct of WWP or who fail to satisfactorily perform their volunteer assignment are subject to dismissal.

Possible grounds for dismissal may include, but are not limited to, gross misconduct or insubordination; theft of property or misuse of WWP materials; abuse or mistreatment of clients, warriors, caregivers, staff, or other volunteers; failure to abide by WWP policies and procedures; and failure to satisfactorily perform assigned duties.
POLICIES

DRIVING VEHICLES
Volunteers who will be driving personal or WWP vehicles will provide proof of insurance and proof of a valid state drivers license with a good driving record ten days prior to the event.

VEHICLE ACCIDENTS
In the event of an accident involving a vehicle (either WWP owned or privately owned) while you are performing your volunteer duties, you should immediately contact the local police and obtain a copy of the police report or citation. Request that all parties to the accident remain at the scene until a law enforcement representative releases them. Report the accident to the WWP manager of volunteer programs as soon as possible. Refrain from communication about the accident (especially via Facebook or other social networking sites) with anyone other than the investigating police officer, appropriate city officials, representatives of the insurance company designated by WWP, and/or representatives of your own insurance company.

Please note that automobile insurance follows the automobile. If you are driving your own vehicle, only your personal automobile insurance is applicable. For the purpose of this policy, performing volunteer duties also includes those periods of time when a volunteer is on break.

EQUAL OPPORTUNITY
All WWP volunteers have a right to function in an environment free from all forms of discrimination and conduct which can be considered harassing, coercive, or disruptive. Harassment based on race, color, religion, sex, national origin, age, disability, sexual orientation, or any characteristic protected by law will not be sanctioned or tolerated.

SAFE ENVIRONMENT
WWP is committed to a safe, healthy, and productive environment for all volunteers that is free from the effects of substance abuse. Volunteers are expected to be in appropriate mental and physical condition while volunteering. Volunteers will perform their duties free of the influence of illegal drugs or other intoxicants. The unlawful manufacture, distribution, dispensation, possession, or use of a controlled substance on WWP premises or while conducting WWP business off premises is absolutely prohibited. Volunteers must report all criminal convictions and pleas of guilty or no contest under a criminal drug statute. Violations must be reported at least five days prior to event participation. Violation of this policy will result in the volunteer being permanently excluded from their assigned responsibilities, along with possible legal consequences.