

Commonwealth of Pennsylvania  
State Civil Service Commission

Job Analysis Report

for

VOLUNTEER RESOURCES COORDINATOR I, II, III AND IV

Prepared by:

Diana Reed

June 6, 1980

## Table of Contents

	Page
Introduction . . . . .	1
Job Analysis Methods . . . . .	2
Figure 1 - Task Statements/Frequency/Importance . . . . .	4
Figure 2 - Job Requirement Ratings/Linkages . . . . .	7
Sample . . . . .	9
Results . . . . .	10
Test Development . . . . .	11
Appendix	

VOLUNTEER RESOURCES COORDINATOR I, II, III AND IV  
JOB ANALYSIS REPORT

Introduction

The previous examination program for the Volunteer Resources Coordinator series was developed in 1971 and the latest issuance of the test was in 1973. Since the exhaustion of the employment and promotion lists, vacancies have been filled through the promotion of current employes without examination (Section 501, Civil Service Act). The minimum experience and training requirements for these classifications preclude the majority of current employes, however, and these positions have often been difficult to fill.

As a result of the time lapse since the previous examination was developed, a thorough job analysis was planned to gather information for the development of a new examination program for Volunteer Resources Coordinator series. The job analysis was designed to gather data on the following areas:

- identification of duty and task statements
- identification of job requirements
- linkage of duty statements with job requirements
- identification of entry-level and full performance job requirements
- identification of the relationship of job requirements to successful job performance

This information will be utilized as the basis for developing the civil service examination for these job titles.

## Job Analysis Methods

The job analysis phase of the examination program for Volunteer Resources Coordinators commenced in October, 1979. The first facet of the job analysis was a literature search which included the following references: the current class specifications, job descriptions, the previous examination file, the Dictionary of Occupational Titles 187.167-022 Coordinator, Volunteer Service and 187.137-014 Supervisor, Volunteer Services (see Appendix - Exhibit 4) and a study completed by Sarah Jane Rehnborg for the Association for Administration of Volunteer Services, 1979. The data collected from the literature search was used as the basis for constructing a format for individual interviews.

### The Individual Interview

The individual interview was designed to obtain information concerning: job duties and task statements, organizational structure, required knowledges, skills and abilities, degree of supervision received, and relative importance of job duties. A total of fourteen interviews were completed in six different locations including two mental hospitals, two state schools and hospitals, a restoration center and a youth development center. A composite of the material gathered in the interviews educed six major job duties:

- D-1 Educates staff to the uses of volunteers and coordinates staff requests for volunteer services.
- D-2 Recruits and places volunteers to supplement institution programs and resources.
- D-3 Supervises current volunteer programs to insure continuity of service to institutional programs.
- D-4 Performs a public relations function to build a positive image of the institution.
- D-5 Performs administrative functions necessary for the effective and efficient operation of the volunteer resources program.
- D-6 Performs supervisory responsibilities.

Fifteen task statements were identified under the major duty areas and were used as the main component for the development of a task questionnaire.

### Task Questionnaire

A task questionnaire was utilized to verify the data derived from the interviews; to obtain additional task statements; to determine critical job tasks; and to secure information on the relationship of the Volunteer Resources Coordinators to the other employes at the facility and the agency at large. The questionnaire was mailed to all incumbents with information on the origin and purpose of the questionnaire and instructions for its completion (see Appendix - Exhibit 2). Of the forty-eight Volunteer Resources Coordinators employed by the Commonwealth, forty-two responded to the questionnaire.

### Duty RKSA Linkage Questionnaire

A second questionnaire was used to determine relative importance of task; to link job requirements with job duties; to rate job requirements by relationship to successful job performance; and to designate entry-level and full performance job requirements (see Appendix - Exhibit 3). Thirty-five Volunteer Resources Coordinators completed the questionnaire. The data collected from this questionnaire has been summarized and integrated into two charts, one chart contains importance ratings for task statements and the other includes job requirement ratings and job requirement - duty statement linkages.

The Volunteer Resources Coordinators were instructed to designate which of the twenty-two task statements are the most important and have the greatest impact on the continuation of a successful volunteer resources program. Incumbents were also asked to select the least important tasks and cross out those tasks not performed. The summarization of the Coordinators' responses on the task statements is provided in Figure 1.

There were nine of the twenty-two task statements which were selected by 40% or more of the Volunteer Resources Coordinators as being most important. Those statements include:

- T-1 Interprets the concepts of volunteer resources to department head, administrative and staff personnel emphasizing the need for and value of utilizing volunteer resources through meetings, committees, workshops, etc.
- T-3 Evaluates staff requests for materials, manpower, and money and develops a plan for the procurement and utilization of volunteer resources at the facility.
- T-5 Develops and maintains contacts with community organizations, such as high schools, colleges, civic clubs, social groups, corporate offices, and religious associations, to provide sufficient volunteers and resources for facility needs through speeches, news releases, tours of the facility, etc.
- T-6 Recruits, interviews, evaluates, selects and places volunteers based on individual interests and facility requirements.
- T-9 Continually evaluates existing volunteer programs and implementation of resources through meetings, survey and discussions with staff and volunteers.
- T-11 Personally contacts, by phone or letter, all groups and donors to express appreciation for their efforts and gifts.
- T-13 Addresses community and civic groups to inform them of institutional programs, client welfare, and basic information on mental health/mental retardation, juvenile delinquency, etc.
- T-17 Maintains records and reports of volunteers, volunteer hours, donations, etc. that are submitted monthly, quarterly and annually.

Figure 1  
Task Statement/Frequency/Importance

Percentage of  
people perform-  
ing this task

Number of times  
rated most im-  
portant task

Number of times  
rated least im-  
portant task

T-1	Interprets the concepts of volunteer resources to department head, administrative and staff personnel emphasizing the need for and value of utilizing volunteer resources through meetings, committees and workshops.	100%	19	3
T-2	Develops and instructs inservice training programs for staff responsible for the scheduling, utilization and supervision of volunteers.	97%	8	7
T-3	Evaluates staff requests for materials, manpower, and money and develops a plan for the procurement and utilization of volunteer resources at the facility.	97%	18	5
T-4	Develops service guides in conjunction with staff to be used for the recruitment of potential volunteers.	100%	7	9
T-5	Develops and maintains contacts with community organizations, such as; high schools, colleges, civic clubs, social groups, corporate offices, and religious associations, to provide sufficient volunteers and resources for facility needs through speeches, news releases, tours of the facility, etc.	97%	26	1
T-6	Recruits, interviews, evaluates, selects and places volunteers based on individual interests and facility requirements.	100%	27	2
T-7	Coordinates interview between staff supervisor and volunteer to insure proper placement	100%	9	7
T-8	Develops, coordinates and presents in-service training and orientation programs for volunteers to acquaint them with clients' requirements and agency procedures.	100%	10	6
T-9	Continually evaluates existing volunteer programs and implementation of resources through meetings surveys and discussions with staff and volunteers.	100%	14	10

Figure 1

Task Statement/Frequency/Importance	Percentage of people performing this task	Number of times rated most important task	Number of times rated least important task
T-10 Develops a program for the formal/informal recognition of volunteers	97%	7	4
T-11 Personally contacts, by phone or letter, all groups and donors to express appreciation for their efforts and gifts.	100%	15	4
T-12 Accepts and distributes gifts and donations based on clients' needs and program requirements	100%	4	10
T-13 Address community and civic groups to inform them of institutional programs, client welfare, and basic information on mental health/mental retardation, juvenile delinquency, etc.	100%	14	7
T-14 Serves in an advisory capacity to groups that are involved with the welfare and image of the institution	94%	4	13
T-15 Develops and distributes public service announcements concerning the organization and programs of the facility.	97%	9	11
T-16 Develops and maintains a system to account for all donations	100%	5	4
T-17 Maintains records and reports of volunteers, volunteer hours, donations, etc. that are submitted monthly, quarterly and annually.	100%	15	5
T-18 Develops and implements policies, procedures and standards to govern the volunteer resources program at the facility in conjunction with agency guidelines.	100%	14	4
T-19 Develops and implements a program plan for the volunteer resources unit to fulfill the needs of the institution.	100%	8	5
T-20 Maintains correspondence on all areas of volunteer resources	100%	6	8
T-21 Supervises clerical and/or professional staff by recommending hire, fire, promotion, etc.; approving leave; assigning and approving work; preparing performance evaluations; etc.	88%	10	8

Figure 1 Task Statement/Frequency/Importance	Percentage of people perform- ing this task	Number of times rated most im- portant task	Number of times rated least im- portant task
T-22 Prepares and implements train- ing programs for new staff and recommends on-going training seminars for subordinates.	88%	2	8



Figure 2

Job Requirements  
Ratings/Linkages

Required Knowledges, Skills,  
and Abilities

	Number of times rated most necessary	Number of times rated necessary	Number of times rated least necessary	D-1 Educates staff to the uses of volunteers and coordinates staff requests for volunteer services	D-2 Recruits and places volunteers to supplement institution programs and resources	D-3 Supervises current volunteer programs to insure continuity of services to institutional treatment units	D-4 Performs a public relations function to build a positive image of the institution	D-5 Performs administrative functions necessary for the effective and efficient operation of the volunteer resources program	D-6 Performs supervisory responsibilities
1. Knowledge of community organization and structures	21	13	1	22	31	13	26	19	7
2. Knowledge of public relations methods and techniques	17	15	3	13	28	11	32	14	9
3. Knowledge of basic psychology	19	15	1	25	29	24	20	23	29
4. Knowledge of interviewing and personnel selection practices	22	12	1	14	32	6	6	21	17
5. Knowledge of policies and rules and regulations governing volunteer resources	25	6	4	30	28	30	26	31	29
6. Knowledge of English grammar	11	20	4	21	22	13	32	25	16
7. Ability to relate to people	30	5		34	31	32	26	23	32
8. Ability to communicate effectively, both orally and in writing	29	6		33	28	32	33	30	29
9. Ability to plan and organize work	22	12	1	24	27	27	22	32	32
10. Ability to assess people and job qualifications	17	17	1	17	34	25	10	22	32
11. Ability to direct and motivate staff	21	14		29	14	27	8	28	30
12. Ability to delegate	12	15	8	17	10	22	8	27	32
13. Ability to add and subtract	1	6	28	2	3	5	4	22	8
14. Public speaking skills	12	22	1	12	23	8	30	17	9
15. Creative writing skills	10	18	7	8	15	10	27	20	9
16. Sensitivity to people and their differences	28	7		28	32	26	25	25	34

T-18 Develops and implements policies, procedures and standards to govern the volunteer resources program at the facility in conjunction with agency guidelines.

The task statements delineating the activities of developing and maintaining contacts with community organizations to recruit potential volunteers and the actual selection and placement of volunteers, T-5 and T-6, were rated as most important by 74% or more of the incumbents.

The Volunteer Resources Coordinators were asked to rate job requirements on the basis of their relationship to successful performance. The rating scale utilized was: 1-most necessary, 2-necessary and 3-least necessary. The employees were also asked to link the required knowledges, skills and abilities with the six identified job duties. The tabulation of the aforementioned job requirement information is outlined in Figure 2.

Of the sixteen designated job requirements, 60% or more of the respondents rated eight as most necessary for successful performance. These job requirements are as follows:

1. Knowledge of community organization and structure
2. Knowledge of interviewing and personnel selection practices
3. Knowledge of policies and rules and regulations governing volunteer resources
7. Ability to relate to people
8. Ability to communicate effectively, both orally and in writing, with public and staff.
9. Ability to plan and organize work
11. Ability to direct and motivate staff
16. Sensitivity to people and their differences

The Volunteer Resources Coordinators linked the majority of the aforementioned job requirements with all six of the duty areas.

The respondents to the duty-RKSA linkage questionnaire were all requested to list any additional job requirements for Volunteer Resources Coordinators which were not included. Twenty-three knowledges, skills and abilities were mentioned by the incumbents:

- Knowledge of union rules and regulations
- Ability to listen accurately
- Ability to articulate one's personal philosophy of volunteerism
- Ability to work without leadership in this discipline
- Ability to understand staff resistance to volunteers

- Ability to accept criticism graciously
- Ability to plan and direct assistance to staff during disasters
- Ability to set priorities
- Ability to develop programs and activities for volunteers
- Ability to determine future needs
- Ability to terminate an unsatisfactory assignment
- Ability to refuse an unacceptable applicant
- Leadership skills
- Flexibility
- Creativity and diplomacy
- Accountability
- Risk management
- Willingness to put in extra time and out extra effort
- Enthusiasm
- Initiative
- Fund development/resource development
- Sensitivity to the clients
- Attention to detail, i.e., follow-up on placing volunteers

The majority of these job requirements are encompassed by one or a combination of the original job requirements (see Figure 2). Other job requirements are related to specific job locations or the individual talents or personal preferences of certain Volunteer Resources Coordinators. For these reasons, the original list of required knowledges, skills and abilities was kept intact.

### Sample

The Volunteer Resources Coordinator series is composed of five levels with the I level utilized as a trainee position and the V designated as the coordinator of a statewide agency program. The series currently has forty-eight incumbents: one Volunteer Resources Coordinator I, sixteen Volunteer Resources Coordinators II, twenty-four Volunteer Resources Coordinators III, and seven Volunteer Resources Coordinators IV. There are currently no filled Volunteer Resources Coordinator V positions.

Approximately 25% of the incumbent Volunteer Resources Coordinators were selected for individual interviews (see Appendix - Exhibit 1). The interviewees are located at six different institutions: two mental hospitals, two state schools and hospitals, a restoration center and a youth development center. The sample was composed of five Volunteer Resources Coordinators II, five Volunteer Resources Coordinators III, three Volunteer Resources Coordinators IV and a Personnel Analyst 2. The sex and racial profile of the employees interviewed is as follows: four white females, two black males, and eight white males.

All Volunteer Resources Coordinators were given the opportunity to complete a task questionnaire and a duty-RKSA linkage questionnaire.

## Results

Volunteer Resources Coordinators employed by the Commonwealth of Pennsylvania are charged with the responsibility of recruiting, selecting and placing volunteer resources, manpower and materials, in designated human services programs through the utilization of community associations, news releases, etc. Coordinators recruit and develop a corps of volunteers to perform functions and services that can not be accomplished with the limited amount of state employes and monetary resources. They are responsible for developing and maintaining community contacts in order to obtain the resources requested by the institutional staff. Although Coordinators train staff and volunteers in the initial phase of placement, the ongoing supervision and training the volunteers is provided by treatment staff. The Coordinators do monitor all volunteer programs, however, to insure that the volunteers are satisfactorily fulfilling program requirements.

Volunteer Resources Coordinators are primarily employed by the Department of Public Welfare, the Department of Aging employs one Volunteer Resources Coordinator II. Coordinators are located in mental hospitals, state schools and hospitals, restoration centers and youth development centers throughout the Commonwealth. The Coordinators are normally supervised by the Superintendent, the Assistant Superintendent for Clinical Services or the Assistant Superintendent for Social and Rehabilitative Services. They interact with all levels of administrative and treatment personnel to develop and implement programs for the utilization of volunteer resources. Volunteer Resources Coordinators direct an auxiliary human service program at the institution through the use of unpaid staff.

Although the utilization of the Volunteer Resources Coordinator classification series is generic regardless of institution of geographic location, there are several unusual factors which should be mentioned:

1. A Personnel Analyst 2 employed at a state school and hospital who performs the same functions as a Volunteer Resources Coordinator, (this employe is scheduled to be furloughed).
2. A Volunteer Resources Coordinator who is responsible for the supervision of the Chaplains.
3. A Coordinator IV who does not directly supervise the other Volunteer Resources Coordinators employed by the institution. The lower level Coordinators are supervised by the supervisors of the various treatment units.
4. A Volunteer Resources Coordinator at a youth development center who has direct responsibility for activity programming.
5. Coordinators who are responsible for all public relations functions at the institution.
6. The Volunteer Resources Coordinator employed by the Department of Aging is in charge of Senior Citizen volunteers and recruits public and private agencies to utilize the volunteers in their programs instead of recruiting volunteers for specific agency programs. Although this utilization of the Volunteer Resources Coordinator classification is on the opposite end of the spectrum from the normal usage, the job requirements are the same.

The differences between the tasks performed by the various levels of Volunteer Resources Coordinators are minimal. Work assignments are usually divided among the staff according to geographic locations or units rather than by classification level. The supervisory Volunteer Resources Coordinator III or IV level, is responsible for supervising and training subordinate staff; overall program planning; and program coordination with administrative and program staff. Classification level is normally determined by the size of the institution and the degree of emphasis placed on the volunteer resources program by the Superintendent.

The literature review emphasized the similarity between the Volunteer Resources Coordinators employed by the Commonwealth and the Volunteer Services Supervisors/Administrators employed by public, private and community agencies. The main functions of these jobs include: the development and maintenance of community contacts; the recruitment, selection and placement of volunteers; the supervision of current volunteer programs and the development of future programs; and the routine administrative duties intrinsic to operating a human service program. The job requirements common to these positions are knowledge of community organizations and their objectives; knowledge of personnel management methods and techniques; the ability to communicate effectively; and the ability to plan and organize work.

#### Test Development

The SCSC analyst has determined that a two-part examination should be developed for the Volunteer Resources Coordinator series. A written multiple-choice test can be utilized to measure certain knowledges and abilities designated as most important for successful job performance. These knowledges and abilities include: knowledge of community organizations and structure; knowledge of interviewing and personnel selection practices; knowledge of policies and rules and regulations governing volunteer resources; ability to communicate effectively in writing; ability to plan and organize work; and ability to direct and motivate staff. Certain abilities that are inherent in Volunteer Resources Coordinator positions, the ability to relate to people; effective oral communications; and sensitivity to people and their differences, are best measured through an oral examination. The decision to develop a two-part examination for the Volunteer Resources Coordinator series is in accordance with Section 14C(4) of the Uniform Guidelines on Employee Selection Procedures which states in part:

"In addition, to be content valid, a selection procedure measuring a skill or ability should either closely approximate an observable work behavior, or its product should closely approximate an observable work product. If a test purports to sample a work behavior or to provide a sample of a work product, the manner and setting of the selection procedure and its level and complexity should closely approximate the work situation."

Test material for the Volunteer Resources Coordinator classification series has been requested from the states of Minnesota and New York. If items from these examination documents are applicable they will be utilized for the written test. A certain number of test questions will also be used from the files. Two Volunteer Resources Coordinators IV, Margaret Keane from Philadelphia State Hospital and Ernestine Chamberlain from Norristown State Hospital, will be developing test items in conjunction with the SCSC analyst for inclusion in the written test. The oral examination will be developed by the subject matter experts and the SCSC analyst.

As a result of the small number of incumbents at certain job levels, Volunteer Resources Coordinator I and IV, the passing points will be set using the recommendations of the subject matter experts after the first administration of the test.