# PROFILE OF VOLUNTEER-STAFF CHARACTERISTICS

#### Instructions:

- 1. Please mark each item below with an "n" at the point on the scale which, in your experience, best describes your organization now.
- 2. Then mark each item with a check () where you would like to have it be with regard to that item.

Note:	Please check if you are:	Paid Staff	Volunteer
			The state of the s

#### I. LEATERSHIP:

- 1. How much confidence and trust does staff have in volunteers?
- 2. How much confidence and trust do volunteers have in staff?
- 3. How free do you feel to talk to your immediate volunteer or staff supervisor about your job?
- 4. How often are your ideas sought and used constructively by your volunteer or staff supervisor?
- 5. How do you feel about delegation of authority?

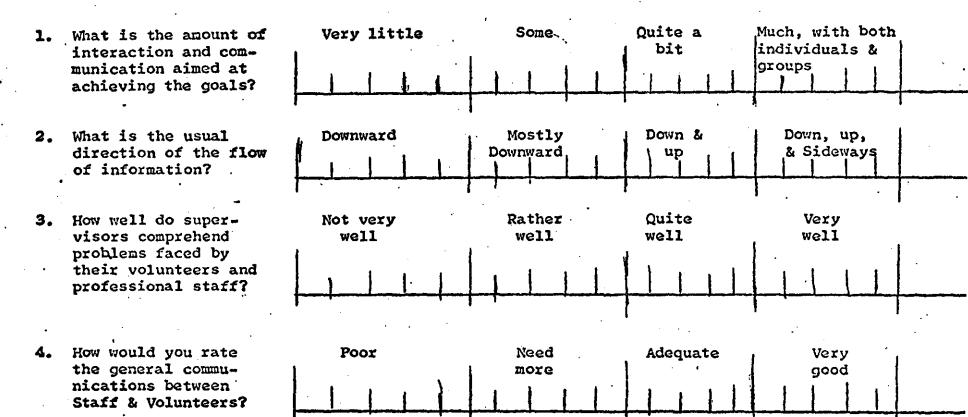
Virtually none	Some	Substantial amount	A great deal
Virtually none	Some	Substantial amount	A great deal
Not very free	Somewhat free	Quite free	Very free
Seldom	Sometimes	Often	Very frequent
Discouraged. Almost never occurs	Occasionally occurs	Encouraged most levels	Good at all levels

<sup>\*</sup> Adopted by Marlene Wilson from an instrument used in industry (Rensis Likert)

## MOTIVATION:

1.	The motivational forces used most in this organ-ization are:	pers	onal		nition, lvement nt.	Modera involv achiev	ement	and	tion,	Frequent recogni- Optimum in tion, some involve volvement, ment, Marginal personal achievement achievement					n- nd
2.	Who feels responsibility for achieving the goals of this organization?	Тор	admi	nistr	ation	Top ad	minis	trati	.on	Most work		e who	Admin	one - i. Staf unteer	E£
3.	How much cooperative team work exists a. between members of paid staff		very	litt	le,	relat	ively	litt	:le	mode	rațe	amount	grea	it deal	i t
	<ul><li>b. between volunteers and paid staff</li><li>c. between volunteers</li></ul>								1	L					
4.	How much satisfaction do you derive from your job and your achievements here?		very	litt	Le ·	_ mod	erate	amou	nt	a	dequa	te	yer	y high	
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### III. COMMUNICATION:



# IV. DECISIONS:

1.	At what levels are decisions made?	Mostly at top levels	Policy de- cisions made at top, some delegation	Broad policy at top, more delegation,	Decision making done throughout organization.		
2.	Are volunteers involved in de-cision making process?	Very seldom	Superfi- cially but not in serious matters	Adequate involve- ment	Their in- volvement is sought at all decision making levels		
3.	Are volunteers and professional staff involved in decisions relating to their work?  a. Paid Staff	Almost never	Occasionally consulted	Generally consulted	Fully involved		
·	b. Volunteers						

### v. COALS:

1. How are agency goals established?

- 2. Do you have the opportunity to set goals for your job?
- 3. How well informed are most members of this organization of the goals?
- 4. Are your personal goals being met in your present job?

By management and staff to volunteers in condescending manner	By Board volunteers to staff in an arbitrary manner	By select - Management staff and & volunteers in a control- ling manner.	By Management, staff, & volun- teers in a demo- cratic manner
Never	Seldom	Occasionally	Usually
		1 1 1 1	
Know very	Vague knowledge	Adequately informed	Well informed
Not at all	Minimally	Adequately	Very well
1 1 1 1			

#### VI. GENERAL KNOWLEDGE:

- Physical Facilities
  Extent to which the physical facilities & equipment within the office are conducive to creative initiative and achievement.
- 2. Extent to which printed internal communications serve as information tool.
- 3. Extent of my personal knowledge and understanding of:
  - A. The Programs of this agency
  - B. Mission and Principles of this agency
  - C. The Policies
- 4. Image
  Within your personal
  contacts what response
  do you get regarding
  the image of this agency
  in the community?

	Inhibits initiative and achieve- ment		ometimes onducive it with any re- crictions		Adequately conducive			Extremely conducive			
						.]			1		
	Inadequate information flow		Information flow adequate		Information flows very well			Keeps every- one well informed			
						1 1			<u></u>		
	Almost none		Limited		Adequate			Excellent			
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