

- ★ Josephine K. Oblinger
State Representative, Sherman IL

BASIC RECIPE FOR RECRUITING ELDERS

We senior citizens are a virtually untapped source of volunteers. The recruiters look for jobs for us to do in libraries, museums, not-for-profit social agencies, and nursing homes. Our greatest fun, however, came when we were polled to see who could cook vegetable soup for 300 people for our R.S.V.P. fund raiser, and many of us responded. We shopped, chopped vegetables, salted and peppered, argued the merits of noodles vs. barley, and cooked up a storm. The result -- we are a well integrated cooking unit which is willing to use our skills for worthy causes.



In working at a familiar task in familiar surroundings, we have recruited a whole new cadre of volunteers.



ed note:

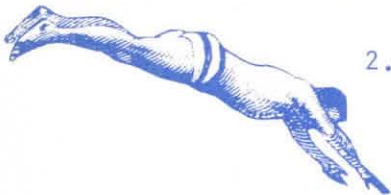
The Honorable Jo knows ... she was director of Illinois' first Governor's Office of Volunteer Services, and later served as Director of the Department on Aging. Besides her legislative duties and activity in R.S.V.P., she's a participant in the annual Senior Olympics.

- ★ Joanne Holbrook Patton, CAVS
Consultant, South Hamilton MA

WORDS OF ADVICE TO VOLUNTEER PROFESSIONALS

"Ten Last Words"...from a retired senior volunteer manager. (To wives of student officers at the U.S.Army War College, at a volunteer management course, 1982.)

1. Don't trust the accuracy of your crystal ball ... you may think you know the limits of your future challenges and opportunities, but you don't.



2. Don't miss the moment -- it might not come again. If your "sixth sense" tells you it is "now or never" and it's something that you feel must be done - *jump in even if it seems over your head. You will swim!*

WORDS OF ADVICE TO VOLUNTEER PROFESSIONALS

3. Take risks intelligently - and don't apologize ... there are times when you must gather up your courage and take a chance. Consolidate your resources, apply your brainpower, and go.
4. Know which "who" you are "when" ... recognize that there may well come a time when you must move out from being "his wife" and become identified as your own person, even using your first name instead of "Mrs. His Name" to establish that you understand professionalism and "dual track" service, though you are a happy pair of teammates in marriage.
5. Don't slam doors on people who may be waiting for the right moment to come in ... paraphrasing Peter Karsten's *Consent and the American Soldier*, "Any volunteer manager who does not take into account that many of her volunteers are less committed than she may be, can never realize the effective measure of enabling leadership that all volunteers deserve."
6. Keep scraps of paper ... for resumes, for networking, for following through on opportunities at a later date.
7. Don't accept plateaus - but make time for creative "rest stops" along the way up ... your family, friends, co-workers and volunteers will thank you.
8. Don't put down "the system" and don't forget "the mission" ... you can and must work with the former, and you must never forget that the latter overrides all we do and must be served.



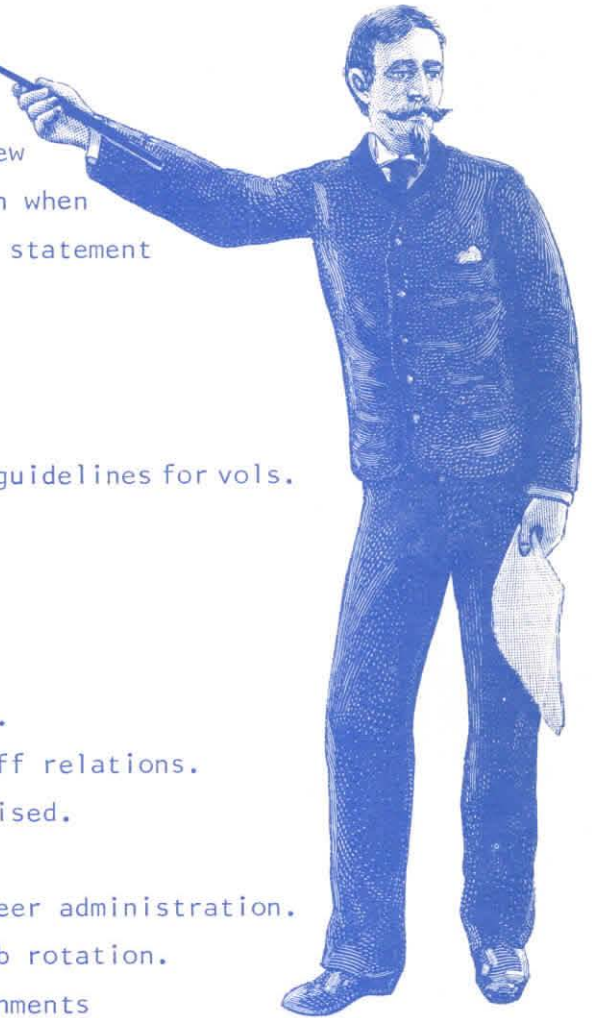
9. Network - as an enabler ... on behalf of yourself and those you work with, and especially for the benefit of the clients you seek to serve.
10. You are better than you know - yet! ... but before long you will find out. You already have all the resources you need at your command, within yourself or within your reach. Believe in the possible - you can make it happen.

★ Constance V. Krell, CAVS
former VB & VAC, North Bay Village FL

TRAINING NEW VOLUNTEER DIRECTORS

Here is an exercise to demonstrate to a group of new volunteer directors the essential steps to be taken when beginning a program. On 3" x 5" cards, type each statement but do not include the number.

1. Obtain administrative approval.
2. Assess agency needs for volunteers.
3. Develop appropriate job descriptions and guidelines for vols.
4. Develop adequate record keeping systems.
5. Recruit for these jobs.
6. Interview and assign volunteers.
7. Orient volunteers.
8. Ensure that appropriate work is available.
9. Establish and maintain good volunteer/staff relations.
10. See that volunteers are adequately supervised.
11. Provide for continued training.
12. Evaluate both volunteers' work and volunteer administration.
13. Provide for recognition, promotion and job rotation.
14. Make necessary changes in volunteer assignments and/or volunteer program.



Distribute the 14 cards among the participants. Depending on the size of the group, some may have two cards, or some may have to share a card. The facilitator, using newsprint, asks who thinks they have one of the first two steps to be taken. This process is continued until all are recorded and agreed upon. As each step is put on the newsprint, the facilitator encourages discussion concerning "order" and changes are made as the group wishes. There can be legitimate differences concerning the order of the steps, but that's o.k. A good wrap-up is to ask each participant to name a thing they have learned during the session.

While all the steps are necessary, they are not solely the responsibility of the volunteer director. The best programs result from cooperation of the entire staff.

Connie credits Rosemary Whiting and Tammy Bliss for the development of this device used by the Boston Voluntary Action Center.

★ Rita Irons & Randy Webb
 Organization Development Consultants, New York NY

TIME AND PERSONAL MANAGEMENT SKILLS



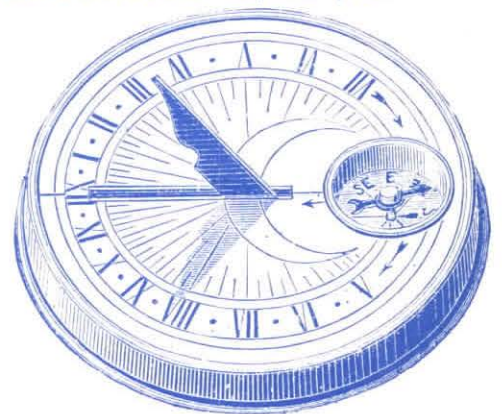
HOW TO SAVE TIME

The following is a synopsis from a workshop presented by Rita and Randy for the Corporation for Public Broadcasting in June, 1982. Their material was adapted from Alan Lakein's *How to Get Control of Your Time and Your Life*.

- Count all your time as "On-Time" and try to get satisfaction, if not accomplishment, out of every minute.
- Try to enjoy what you are doing.
- Build on successes.
- Don't waste time regretting failures.
- Don't waste time feeling guilty about what you don't do.
- Remember, there is always enough time for the important things.
- Try to find a new technique to save time each day.
- Eat light lunches and stay alert in the afternoon.
- Don't read newspapers or magazines regularly -- scan them.
- Skim books for ideas.
- Consider selling your TV.
- Live close enough to walk to work.
- Periodically review your old habits to see if you can eliminate some things or streamline them.
- Turn "waiting time" into productive time, use it to relax, plan, or do something you would not have done otherwise.
- Set your watch fast.
- Carry 3 x 5 cards to jot down notes and ideas.
- Revise your lifetime goals list once a month.
- Review your lifetime goals list daily and identify activities to further your goals.
- Post reminders around you, in your office, by the phone, on your mirror at home, to remind you of your goals.
- Keep your long-term goals in mind even when doing the smallest task.
- Set aside time to plan each morning and set priorities.
- Keep a prioritized "To Do" list.
- Schedule ahead to offer yourself variety as well as open time for "hot" projects.

HOW TO SAVE TIME

- Reward yourself with time off for accomplishments.
- Do first things first.
- Work smarter, not harder.
- Ask yourself, "Would anything terrible happen if I didn't do this priority item?" If the answer is no, then don't do it.
- If you are procrastinating, ask yourself what you are avoiding, and then try to confront it head on.
- Use the 80/20 rule. (Spend 80 percent of your time on 20 percent of the problems or situations which are most vital...)
- Start with the most profitable parts of large projects; often it is not necessary to do the rest.
- Cut off non-productive activities as soon as possible.
- Concentrate on one thing at a time.
- Focus on items that give the best long-term benefits.
- Be persistent when you have a winner.
- Train yourself to handle your "To Do" list without avoiding the hard ones.
- Set aside creative time as well as meeting time.
- Use deadlines to support yourself and others.
- Try to listen actively in every discussion.
- Try not to waste other people's time.
- Delegate everything that you possibly can to others.
- Use specialists for special problems.
- Have someone screen your mail and calls and handle the routine.
- Generate as little paper as possible, and throw away as much as you can.
- Handle each piece of paper once.
- Write replies to letters on the letter itself.
- Keep your desk cleared with the most important item in the center of your desk.
- Have a place for everything.
- Save all trivia for a three-hour session once a month.
- Try not to think of work on weekends.
- Relax and "do nothing" frequently.
- Recognize that some of your time will be spent on activities beyond your control and don't worry about it.
- Keep small talk to a minimum during work.
- Ask yourself -- often -- "Is this the best use of my time right now?"



- ★ Dorothy W. Humphreys
Champaign County Arts & Humanities Council, Champaign IL

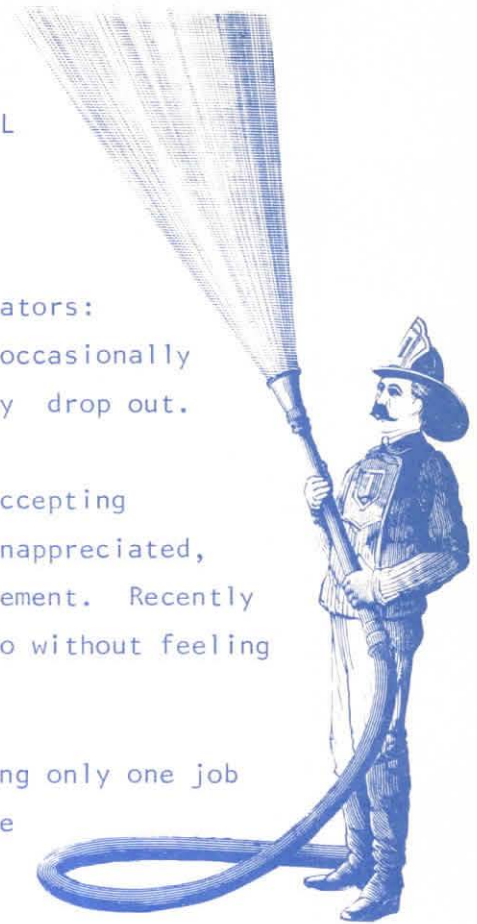
VOLUNTEER BURNOUT

I have a warning for volunteers and volunteer administrators: beware of volunteer burnout. It is an affliction that occasionally overcomes conscientious workers causing them to suddenly drop out.

Some good souls can't say no. As a result, they keep accepting additional responsibilities until they feel harrassed, unappreciated, vaguely angry. A friend fell into that trap upon retirement. Recently she accepted a half-time paid position so she can say no without feeling guilty. The pay check is not important.

I devised my own method for avoiding burnout by accepting only one job at a time with these requirements: 1) my own desk in the agency office, and 2) regular working hours.

We in the trade need to recognize early signs of burnout in others and help to protect them from themselves, lest we lose them altogether.



ed note:

Dorothy was a volunteer professional with the local Girl Scout Council for five years. Then she was the acting executive of the Volunteer Bureau and guided it through reorganization as a VAC. After the editor was hired, Dorothy stayed on for another five years. Yes, she had her own desk and regular hours.

- ★ Gayle Smith
San Angelo Center, Carlsbad TX

A TIME SAVER

Volunteer programs get many publications (newsletters, catalogs, magazines, etc). Instead of each staff member quickly and half-heartedly scanning each piece, divide the mail. Assign each staff member to thoroughly read two or three specific publications and report interesting items to everyone.



★ Constance M. Murphy
Alternative Service, Washington DC

SIMPLE FUND RAISING IDEA

Eggs-actly What You Wanted

Here is a simple idea that can reap small amounts of donated cash for a specific purpose, and is especially appropriate for junior volunteers in suburban areas. Target an area on a Saturday when families will be at home. Knock on door number one, and explain the fund-raising purpose, such as raising money to buy uniforms or whatever. Ask for a donation of one egg. Go to house number two, again explain the fund-raising purpose, and sell the egg. At every other house visited, a cash contribution is generated.



★ Carol Todd
Army Community Services, Northfield VT

SUPERVISION



The most effective volunteer supervisors I have observed have been:

- Ready and willing to delegate the fun jobs as well as the dull ones,
- Agreeable to change if in the best interest of the mission of the commander and the ACS center,
- Quick to praise and give recognition to paid and unpaid staff alike, and
- Thoroughly enjoying her own role as a volunteer.

★ Rosalie Bowker, CAVS
Osawatomie State Hospital, Osawatomie KS

OSAWATOMIE'S PATIENT PANELS

Public Relations and Education

A people to people education program, patient panels from the Osawatomie State Hospital are helping to change misconceptions about mental hospitals and the people treated there. Since 1964, 1,200 patient panels have spoken to audiences totalling over 150,000 people in 75 communities throughout Kansas and metropolitan Kansas City, Missouri. They are invited to speak to students, civic, church, service groups, school organizations and professional groups including social workers, ministers and teachers.



Most panels are composed of a staff moderator, two teenage and two adult patients who can discuss a wide variety of problems including drug abuse, alcoholism, depression, and suicide. Frequently the moderator begins by asking a patient to describe a "day at the hospital." Panelists are selected by their ward team, then asked individually to serve. Many volunteer to go a second or third time. There is no pressure to participate and no lack of volunteers. The only instruction given panelists are: be honest and open in answering questions about the hospital and you need not answer a personal question unless you wish. Most patients are eager to help interested audiences understand why they are in the hospital.

Many educators consider the program to be of such value to students, (college, high school, and junior high) that they are including patient panels in school courses. "You can almost hear the clink of stereotype images dropped as the day progresses" commented one psychology instructor. Students call the panel "exciting," "informative," "sincere," and "better than a textbook." The impact of the panel and the rapport patients develop with audiences as they discuss their problems and share their experiences is awesome!

PATIENT PANELS

Patient panels are informal, spontaneous, and unrehearsed. Topics are not assigned, and responses are voluntary. The sincerity and honesty of the panelists and their frankness in discussing their problems have helped discard unfounded beliefs about mental hospitals for thousands.

Hospital staff agree that participation on patient panels has many helpful effects on patients. For some it helps build self esteem and increase socialibility. For others it has helped relieve some of the anxiety over returning to the community.

"...Knowing that people are interested and concerned will make it a lot easier when I'm ready to leave the hospital...I get the feeling that most people really care...Students learn we are no different from them. They are surprised to hear we are not locked up - we are not crazy...That we make decisions about our treatment..." A written report by the staff moderator informs the treatment team of the patients' participation and the audience reaction.

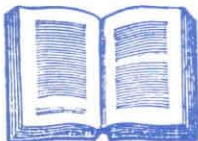
The patient panel is an effective and quick way for people outside the hospital to get acquainted with the people who live inside. It is a means of overcoming the prejudice and stigma that is still present since attitudes toward mental illness have not kept pace with the development of its treatment.

For a long time we have concentrated on bringing the community into the hospital; now the accent is on patients participating in the life of the community. Programs such as this where patients perform a valuable educational service do a lot toward smoothing the way for all mentally ill people.



★ Kenn Allen
VOLUNTEER, Arlington VA

ON RECOGNITION

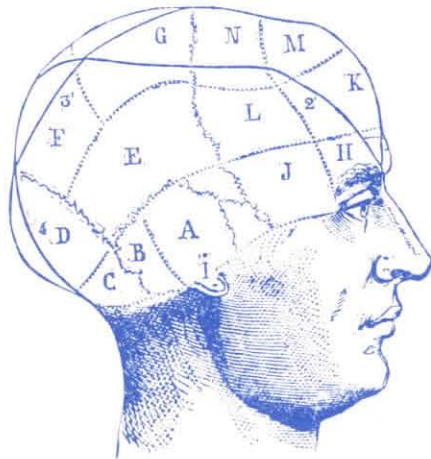


Badges, certificates, ceremonies and teas are all fine. But the most important form of recognition is respect and a willingness to share both responsibility and authority with volunteers.

★ Janice Gerdemann
Volunteer, Yachats OR

RECRUITING VOLUNTEERS - SPECIFICALLY

Be specific! In my eight years of recruiting volunteers through a weekly newspaper column, the best response came from a request for a friendly visitor. But not just a friendly visitor in general; someone who could be interested in a young woman facing a long hospital stay in a city far from her home, having a series of operations to reconstruct a leg badly mangled in an auto accident. She was divorced and had a young child living in our area.



A = Home State
B = Long hospital stay
C = Small child
D = Strange city
E = Auto accident
F = Divorced

Volunteers called us for several weeks. Some were from the young woman's home state. Some had been in automobile accidents away from home. Some wanted to help care for her child. There were many who felt a kinship with her through some similarity in circumstance.

When doing your writing, stress the unusual and seek variety. The result is screening people into service. Other "stories" that received good responses were: observing beavers during early morning hours (for a park naturalist program), learning to preserve metal objects in a museum, visiting an elderly man who wanted to speak French. If you can match volunteers' specific interests to some part of the job that needs to be done, they will also help with the more routine chores.



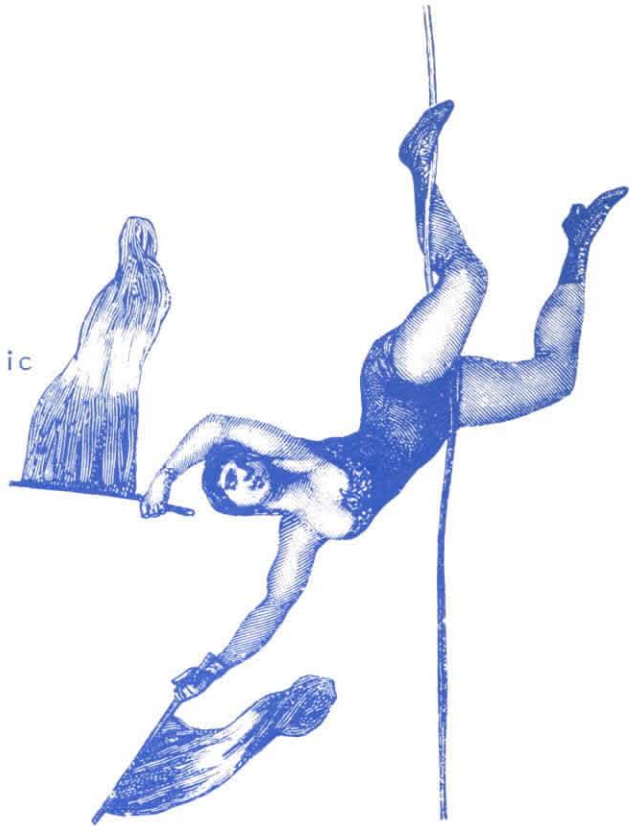
When people are serving, life is no longer meaningless. - John Gardner

★ Becky Proudfoot
Dept of Social Service, Pueblo CO

RECRUITING

50% Public Relations + 50% Persistence

I have found recruitment to be about 50% public relations and 50% persistence. Keeping the name of my agency before the public consistently in a positive light without overtly recruiting is the public relations part. We had a volunteer typist with only one arm who brought in her typewriter which had a keyboard adapted for one-hand use. With the permission of the volunteer, a call to the television station resulted in a story on prime time news which clearly stated where she was volunteering. A union newsletter was happy to get a story about several of their members who were volunteering in our agency. A weekly newspaper in a nearby small community ran a feature story on three families in their town who were helping us. This kind of publicity creates what I call a climate for volunteering and results in more people responding to announcements of specific volunteer jobs which need to be filled.



Persistence is the other part of successful recruiting. Just because I have asked once, does not mean that I have recruited any more than my saying something once means I have communicated. In my experience, I have not found a single medium which is best for recruitment; I use them all. Nor have I found that a once successful approach is always successful; I change the theme slightly each time I submit copy to any medium. More people say that they were recruited by someone asking them personally, which I find to be true. However, I recruited a woman, through a newspaper article, who has been with us for ten years, and she has personally recruited some 15 volunteers. Does that make the newspaper or word-of-mouth the more productive recruitment medium?

Recruiting is a never ending job which requires all the alertness, creativity and enthusiasm I can muster.

COMMUNICATIONS



No matter how difficult the situation, one must remember communication caused it and only communication can solve it. In order to be an enabler, you must ask why (?) and how (?) and listen!

★ Judy Rauner
Consultant, San Diego CA

TAKING TIME TO MAKE TIME



Time limitations are quite a universal phenomena. I've used the worksheet (#20) from my book, *Helping People Volunteer*, with dozens of groups of "enablers." The worksheet can be personalized for any group, and is enthusiastically received by volunteers.

HOW I USE MY TIME

My responsibility as volunteer program manager is:

- a full time job - 40 hours a week
- a part time job of approximately ___ hours a week
- included in a job that involves other responsibilities
- in addition to another unrelated work commitment ___ hours a week
- in addition to the primary commitment of managing a family

Take into consideration the amount of time you spend managing the volunteer program and your other responsibilities. Then value each item according to how appropriate you feel the amount of time is that you spend. Evaluation of other work commitments are not included. Check the column that represents what's happening now:

TAKING TIME TO MAKE TIME

TM = Too Much TL = Too Little JR = Just Right

VOLUNTEER PROGRAM MANAGEMENT

HOME AND LEISURE TIME

	TM	TL	JR		TM	TL	JR
Attending meetings				Commuting			
Writing messages				Housework: Cooking, Laundry Cleaning, Other			
Talking to volunteers				Gardening			
Answering phone calls				Attending meetings			
Writing memos				Talking with spouse/friend			
Talking with Exec or Pres				Talking with children			
Keeping records				Reading			
Coffee Breaks				Home repair projects			
Talking with management team members				School/Adult ed classes			
Typing				Outings with family/friends			
Making good decisions based on data				Planning future time			
Counseling				Sitting and thinking			
Planning projects				Listening to radio/sterio			
Idle chatter				Entertaining			
Scheduling my time				Shopping			
Sitting and staring				Prayer/meditation			
Writing reports				Reading: books, newspaper			
Talking with people receiving program bene's				Watching TV			
Daydreaming				Eating meals			
Facilitating training				Exercising - general			
Self improvement classes				Sports - my favorite			
Evaluating volunteer program				Driving the car			
				Visiting friends, relatives			

How else do you spend your time? Is it too much, too little or just the right amount considering your values and responsibilities. When you review your worksheet, look at things that take too much time. What activities are given "Just Right" amount of time- give yourself credit. Perhaps there just is not time "to be." The first step in planning is to identify what you want to do:

WHAT DO I WANT TO CHANGE, AVOID?

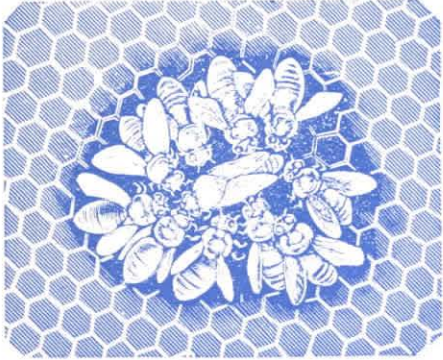
WHAT DO I WANT TO KEEP THE SAME?

WHAT DO I WANT TO ADD, TO ACHIEVE?

★ Jerry K. Lynes
Community Services/UW, San Diego CA

ORGANIZATIONAL TRANSITION

There have been many organizations and movements that have come into being as the direct result of a few persons (volunteers) coming together out of mutual concern and shared goals. They take ownership, organize, expand linkages, and are productive. However, there comes a time when the group's ownership can become a major hindrance rather than a continued strength. At times it can be observed when staff is hired; at other times when growth demands more than "concerns." The group is threatened with loss of control, loss of dominance, loss of direct identification. No matter how smooth the transition from care group to organized movement or team, emotionally (if not actually) the initiators go through adjustment.



The wider the focus of the care groups on the needs of those who they wish to serve or the community at large, the easier the transition. Without this view, the group becomes a major inhibitor rather than promoter.



Kenn Allen
VOLUNTEER, Arlington VA

★ ON US



We are all a part of a "volunteer community." That community is "about" lots of things: caring, sharing, problem solving, individual freedom. But most of all, it's about empowerment: the belief that everyone should have the opportunity to participate effectively in making those decisions that shape his or her life and the lives of their family, neighbors and community.

★ Helen M. Mahoney
VAC/UW, Worcester MA

SUCCESSFUL PLACEMENT OF TRANSITIONALS

Tailoring the Job for the Volunteer

One element of our program which appears to be the key to success we have enjoyed in the placement of hundreds of transitional volunteers, is the three-way process we use to set the volunteer up for success.



Often, transitionals have had all too many failures -- they don't need any more! One factor which needs to be considered in the placement interview is that transitionals are not always realistic about which situations will produce too much stress -- perhaps because they have been somewhat (or entirely) removed from the realities of the workplace, and so have had little opportunity to test themselves in work situations. The phenomenon seems to hold true for almost all referrals across the rehabilitation spectrum, be it mental health and retardation, drugs, alcoholism, re-entry to the workforce after long absence, or physical disabilities such as vision, hearing, speech, epilepsy, cerebral palsy, etc.

We find that two things work best -- slowing down the placement process and the involvement of a third party (a counselor who has worked with the prospective volunteer) from the referring agency. This person can be invaluable as an objective, knowledgeable third party, giving us a better perspective on the underlying needs of the volunteer and an appropriate situation to meet these needs. Volunteers are asked to sign a simple form giving us permission to involve the third party in the placement.

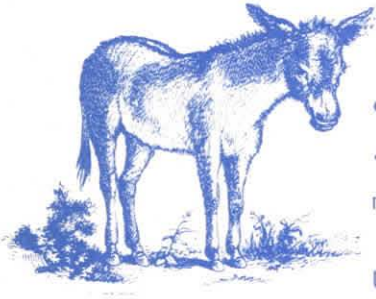
For instance, a transitional who comes to VAC seeking a placement to do clerical work may first need a very low-stress placement where he/she gains simple socialization skills and confidence. We might not always detect that during the 30 to 45 minute interview, but the counselor can often give us a clearer picture of the volunteer's tolerance for stress. Then, at a later time, a more demanding clerical position can be found as the volunteer's ability to deal with stress increases.

It works!

★ Sue Vineyard
Vineyard Enterprises, Downers Grove IL

A PREDICTION

In these times of economic crunch, changing supply of volunteers, increased human need and challenge in our field, I find the country dividing into two different and distinct categories of human service leadership.



In the first category is the Eeyore, the sad-eyed donkey pal of Winnie the Pooh fame, who has mastered the art of "ain't it awful!" No matter how bad things are, he can predict even more dire things to come.

Unfortunately, there are those in our field who have apparently graduated from the "Eeyore School of Woe is Me" and are focusing all their attention and energies on how bad things are and who is to blame. There is a detectably pregnant gloat in their eyes as they describe the horror stories of people dying, starving and neglected due to cutbacks and problems. I sense their "success" will come when all their horror stories come true ... not coming true (i.e., people not suffering) just might prove a disappointment to them!

On the other hand, I find a score of human service administrators, (paid and unpaid) who have rejected Eeyore's litany of blues, and instead have adopted a "Jonathon Livingston Seagull" attitude ... one of working hard, trying new ways to solve old problems and searching for greater heights of effectiveness and creativity.



Unlike the Eeyores, these Jonathons are looking beyond blame-placement and focusing instead on doing more with less in order to serve the continuing needs of people.

The Jonathons are putting their energies into developing and/or honing basic skills in marketing, bartering, management, motivation and creative enablement. They are adhering to what I have dubbed in my training as the "11th Commandment: Thou shall get thy act together!" They are gathering together a team of people who have specific skills needed to attain their common goals. They are assessing specific needs, identifying those who can meet

A PREDICTION

those needs, listing trades they might offer in exchange and then presenting their trade offer openly and excitedly.

I will make a prediction that by the end of this decade the Eeyores will be long gone, probably relegated to annual conventions where they play "can you top this" in recanting patient neglect and client abuse while feasting at their annual banquet of sour grapes and bitter herbs!

And as for the Jonathons ... I see them soaring to even greater heights of service, caring and enabling, and leading the way across a new horizon of effective, hand-in-hand, sharing of compassionate solutions to human problems.



The future isn't what it used to be. - Paul Valery

Austerity is the mother of collaboration. - John Gardner

★ Kenn Allen
VOLUNTEER, Arlington VA

ON MANAGEMENT OF VOLUNTEERS



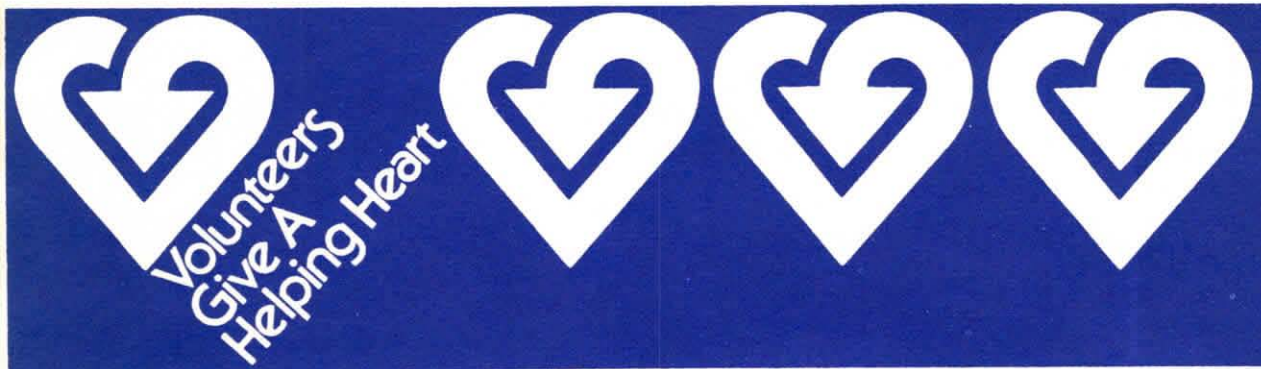
Do you volunteer? How do you like to be treated when you volunteer? What do you expect of paid staff, volunteer leaders, other volunteers? What's the best way to learn about your talents and interests so that you can be involved most effectively? Guess what? The volunteers

you manage generally feel the same way!

- ★ Catha Abrahams
VAC, Hartford CT

RECRUITING

Many of us take advantage of putting messages on bookmarks. But Catha goes one step further in their distribution. She instructs all of her people to put them in the books they are returning to libraries.



Call us to find out
where you are needed.

VOLUNTARY ACTION
CENTER

880 Asylum Avenue
Hartford CT. 06105
247-2580

- ★ Marsha B. Riddle
Western Carolina Center, Morganton NC

RECOGNITION FOR STAFF



Our Center has for years recognized volunteers in a variety of ways but several years ago, the administrator decided that staff needed more than a paycheck to keep morale up. This led to the invention of the "Green Stamp Award" given regularly now by any staff member to another staff member when they do something that warrants more than a verbal thank you. Green Stamps have two parts. One part going to the person who you wish to recognize and the other is for their personnel record. The award has some consideration in merit decisions, but more importantly, the receiver feels good about being recognized.

To recognize a department or group of people, a large Gold (card) Stamp is given by the administrator to hang in their working area.

The importance of this recognition now used for staff is that these are the traditional ways of recognizing volunteers. Staff need pats on the back and recognition for good things too!

★ Gretchen E. Stringer, CAVS
VAC/UW, Buffalo NY

RESOURCES - RESOURCES - RESOURCES

People and Materials

I have found that resources can be the most valuable assets any volunteer administrator can acquire.



Knowing WHO to ask when you need:

- .. to handle a difficult situation,
- .. to find a person to chair a major event,
- .. to plan a controversial meeting,
- .. to present a workshop,
- .. to give support and reinforcement,

can assure success in the management of administrative volunteerism. An actual list of people in your area with their areas of expertise can be the beginnings of a network of support and working relationships that are a necessity!

Knowing WHERE to find:

- .. the exact phrase to quote or figures to support a premise,
- .. a workshop module to fit the training goal,
- .. a book that proposes the theories you espouse

can not only save you from reinventing the wheel, but can give you the support that you need for credibility. Our field is relatively new so a body of knowledge is not yet generally available. When it comes to publicity, fund-raising, and recruiting for leadership, this credibility is a must!

The next best thing to knowing something is knowing where to find it.

- Samuel Johnson

★ Patricia Chapel
VAC/UW, Urbana IL

HOW MANY VOLUNTEER OPPORTUNITIES / JOB TITLES CAN YOU FIND IN THIS PICTURE?



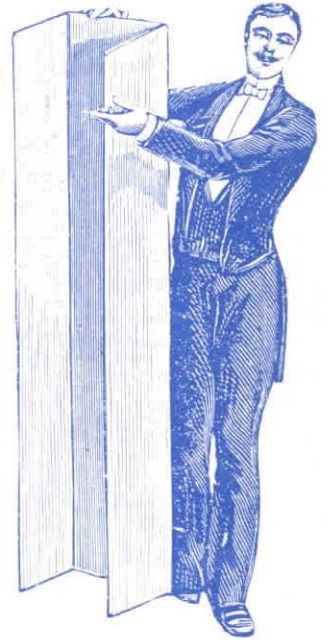
Just for fun and lots of participation - next time you're doing training in the development of job descriptions and want to stretch participants' creative thinking, try this. See who - or which team, can identify the most possible volunteer opportunities. Start them out ... egg gatherers, door fixers, etc. My favorite was an opportunity for career exploration as a present-day Noah. Just cover up this paragraph and photo-copy for your own use.

★ Connie Skillingstad
St. Joseph's Home for Children, Minneapolis MN

STAFF OWNERSHIP OF VOLUNTEER PROGRAMS

I share this with others because I have found it very successful in achieving paid staff ownership investment of volunteer programs. The volunteer coordinator who does not want the volunteer program to be seen as "my" program, and I mean honestly wants the staff and organization to own the program must:

1. Provide staff with the tools and supports they need to succeed including a manual or guidelines, an orientation for all new staff, and in-services for at least administrative and management staff in working effectively with volunteers. This includes clear expectations of them.
2. And then allow the staff to struggle and even fail at times while they develop their own volunteer component. This requires administrative support, of course, but in the struggle is growth and quality programs. The staff struggles particularly in defining how they will use volunteers to achieve their goals, how they can provide support, supervision and recognition so the volunteer wants to stay.



The volunteer coordinator must be available to assist, but the program must go well without their presence because the staff manages it capably. Much has been said about the need for staff ownership, but little about the importance of the volunteer coordinator "letting go."

The volunteer coordinator must recognize there is a risk. The risk is that staff will decide that volunteers are not worth the struggle. But if that is the outcome, the program will ultimately fail anyway -- if not before, probably when that volunteer coordinator leaves the organization.

Therefore, the only real risk is that the program will truly succeed as an asset to the organization and those it serves.

★ Emily Kimball Morrison
Jordan Enterprises, Tuscon AZ

TRAINING



It is my feeling that the skills needed to train others are not so much knowledge of the subject (though important) as a sense of how to facilitate the interaction of a group and to inspire people.

"Content" can be provided by experienced people. Key concepts and specific items can and should be outlined and prepared by those most familiar with the area - by those with expertise. But the "process" of teaching should be assigned to those skilled in working with people, those trained specifically to impart knowledge.

It is my recommendation that in each organization, an agency maintain a committee of trainers whose reason for being is to train others. Those encouraged to be a part of this group should have a natural interest in people and a willingness to put together effective sessions including essential materials, data, deadlines, and expectations. These should be individuals whose first concern is with the "people" aspect of training, who listen with care, who involve all in the process of learning, and who can present essential material in a meaningful way.



To be effective, a trainer needs to be concerned with:

- Creating an atmosphere conducive to learning,
- Managing the flow of information,
- Using a variety of visual aids and participative activities,
- Processing information to help participants acquire new insights, and
- Managing individual participation,

which implies an understanding of people and group process, and the importance of involving everyone in the process.

Trainers themselves need and deserve ongoing feedback concerning their effectiveness. The process of evaluation should be constructive and include an assessment of strengths and weaknesses. Train your trainers as you would any other worker in your organization. Develop high, consistent standards, and set a worthy and professional example with high expectations.

★ Susanne E. Taranto
Florida Dept of Education, Tallahassee FL

EDUCATIONAL VOLUNTEERISM

A New Look

Managing a school volunteer program can be compared to coaching a football team. It requires a coach who is innovative, flexible and personable yet strong. The coach must develop a good rapport with the media, the school and the students. The coach provides leadership, supervision, training and control of the program. The coach must be willing to throw out the ball and watch the team play the game with constant guidance and leadership coming from the sidelines. The school volunteer program leader is an enabler who builds a team, but enables individuals to be star players.



Volunteers in education keep the school doors open. They enrich and extend learning opportunities for students by sharing their time as supporters and reinforcers of education. These volunteers can be tutors, teacher assistants, clerical helpers or advisory committee members. They are parents, senior citizens, business persons and students. They become members of a professional team which strives to promote quality education. The leadership from these volunteers comes from an enabler who is creative and innovative and who can manage as well as lead. All participants succeed and grow. As one senior citizen remarked, "I must aspire, I cannot retire." Educational volunteerism is the new look of the eighties. It is a phenomenon which has become prestigious and put the public back into public education.



Treat people as if they were what they ought to be and you help them to become what they are capable of being. - Johann W. von Goethe

★ Patricia A. Smith
UW/VB, Jamestown NY

NATIONAL VOLUNTEER WEEK RECOGNITION

One of the primary purposes of the Volunteer Service Bureau at the United Way of Southern Chautauqua County is to promote and enhance voluntarism. We do this in a number of ways, as we attempt to help volunteers see that they are a part of a movement larger than themselves and the particular agency for which they volunteer.

One of the most graphic ways we ever devised for doing this was in conjunction with the community wide celebration and recognition of volunteers during 1982 National Volunteer Week. Green and yellow buttons which said "I Volunteer" were made available to organizations, agencies, churches, schools and businesses for their volunteers. A total of 6,000 buttons were ordered and worn by community residents during National Volunteer Week. Everywhere you would go in Jamestown that week there would be people wearing buttons, and everyone seemed amazed and delighted by the nature and scope of local volunteer efforts. Local merchants joined in the recognition by serving free coffee, offering discounts on merchandise and other promotions. Two months later we still found individuals wearing their buttons.



ed note:

We hit on a fairly successful idea in promoting Volunteer Week, recognition and also in developing a PR piece to recruit. We sponsored a Volunteer Photo Contest. Board members solicited prizes: dinner for two, theatre tickets, gift certificates, etc.

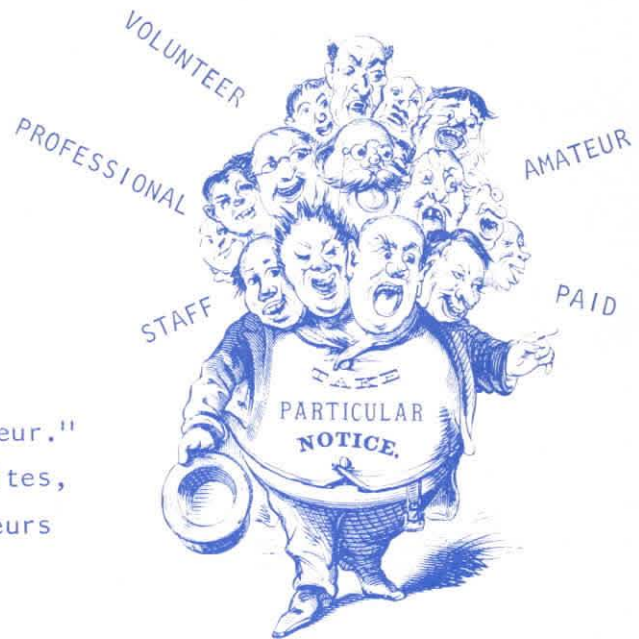
Two months before Volunteer Week, we solicited pictures of volunteers at their preferred service. We recruited a panel of judges who made the selections and awarded prizes. Then we had a volunteer art department create several displays from the entries. The displays were set up in bank lobbies for a week and then rotated to another location. Response was super, and just add up the public relations:

- solicitation of prizes and explanation of project,
- promotion of contest to agencies and media,
- announcements and press releases of winners,
- displays in four different banks for three weeks,
- many entries became a part of a permanent display.

★ Arty Trost
Organizational Dynamics, Sandy OR

VOLUNTEER SEMANTICS

One issue that continually crops up for volunteer program managers seems to be the "volunteer vs. professional staff" concept. I think it's critical to remind people (volunteers, line staff, administrators, etc.) that the opposite of "volunteer" is "paid" and the opposite of "professional" is "amateur." Only in sports do the two become opposites, with professionals being paid and amateurs being unpaid.



The concept of professionalism has little to do with money. When we look at the hallmarks of a professional, we see that they can apply equally to people doing both paid and unpaid work.

- Professionals have high standards and expectations of quality performance.
- Professionals have experience and skill in a given role.
- Professionals adhere to the ethics of their profession.
- Professionals take responsibility for their continuing self-development.

All paid staff (even those with advanced degrees) do not necessarily provide "professional" quality work and many volunteers certainly do. Volunteer program managers can assist volunteers in becoming professional in their volunteer positions by setting clear expectations for performance, providing quality training before placement and on an on-going basis, encouraging volunteers to seek challenging assignments, and by providing, discussing and modeling the code of ethics.

Equally important, the volunteer program manager must help improve the credibility of volunteers in general by doing away with the phrase "and professionals" as though the two were mutually exclusive.

NON-DISCRIMINATORY INTERVIEWING



I get very concerned as I work with volunteer program managers throughout the country and see how many of them are flagrantly violating Equal Employment Opportunity laws in relation to volunteers. Too many are not aware that EEO applies to volunteers as well as to paid staff, and that many questions on application forms are illegal. Every volunteer program manager should sit down with their organization's personnel director and find out about EEO. The following guidelines are excerpted from the *Basic Manual*, published by the Ohio Society for Directors of Volunteer Services of the Ohio Hospital Association, and contributed by Anne Flury, The Toledo Hospital. These are guidelines and legal interpretation or opinion should be made by your legal counsel. (\$15.00 from Ohio Hospital Association, c/o Lois Ann Hupp, Director of Volunteer Services, Medical College of Ohio, C.S. 10008, Toledo OH 43699)

Cannot ask questions about the birthplace of applicant or relatives of applicant.

- May ask if applicant is a citizen. If not a citizen, whether permitted residence will be long enough to fulfill expected commitment.

Cannot ask questions about applicant's national origin, length of residence in U.S., or commonly used languages.

- May ask applicant's place of residence and length of time of residence in city or state.

Cannot ask names and addresses of applicant's relatives. Legitimate need for this information arises only after applicant has been accepted.

- May ask name and address of a person to notify in case of accident or emergency. This is permitted because the inquiry is not limited to relatives and the relationship is not asked.

Cannot inquire about indicators of economic status such as social club memberships, occupation of spouse, etc.

Cannot ask age of applicant.

- If minimum age is a criteria for acceptance such as teen program or particular assignment, you may ask "are you 14" or "are you 21?"

Cannot ask questions concerning the original name of applicant, except in relation to the following:

- In order to check prior volunteer records - "was your name the same as it is now?" If recommendations are checked - "did they know you by the same name?"

NON-DISCRIMINATORY INTERVIEWING

Cannot ask if applicants are married, single, widowed or divorced.

Cannot ask questions about future marital plans.

- May ask for employment history.

Cannot ask questions concerning pregnancy.

Cannot ask questions concerning arrangements for child care.

Cannot ask questions concerning an applicant's religious affiliation.

- If it is pertinent to assignment, you may ask "would you be willing to remain with a patient during a denominational chapel service?"

Cannot ask what property they own.

- If applicant is of retirement age, may inquire if they spend part of the year in another climate.

Cannot ask questions concerning the arrest record of the applicant.

- Questions concerning conviction, if relevant to the job to be performed, may be asked if you find out when, why, where and how it came about. However, this can be suspect since more minorities tend to have been convicted. EEOC approves a five year cutoff.

Cannot ask questions concerning the type of discharge from the armed services, unless it is relevant to the job to be performed.

- You may ask about the applicant's experiences in the armed services.
- You may ask questions about applicant's educational background and prior volunteer experience.
- You may ask questions about hobbies or interest.
- You may ask how they were referred to, or heard about your program.

Cannot ask if they own a car.

- You may ask whether the applicant will be driving or using public transportation in order to determine an assignment that would result in dependable attendance or to provide information about volunteer parking.

Cannot ask questions concerning mental or physical handicap, except as follows;

- You may ask if it relates to the performance required in a particular assignment.

Cannot ask questions concerning any health problems, except:

- You may ask if it relates to the performance "is there any reason you could not push wheelchairs? Walk a lot?"



★ Arty Trost
Organizational Dynamics, Sandy OR

THINGS EACH VOLUNTEER SHOULD KNOW



When planning orientation and training, recognize that there are certain questions that all volunteers want answered even when they are not verbalized. Use the following checklist to make sure you cover the items in some form or another, whether it's

during the initial orientation, in a handbook, through memos on the bulletin board, in newsletters, or during on-going training.

- PURPOSE: Why do we (the organization, the department) exist?
- OBJECTIVES: Where are we heading? What are the short-term and long-range objectives? How were they established?
- STAFF: Who is working toward these objectives?
- JOB ANALYSIS: What will I be doing? What is expected of me?
- PRIORITIES: What are the organization's/department's priorities? What are my job priorities?
- VALUE: What good is what I accomplish? How does it fit in with the organization's purpose?
- FREEDOM: What methods or procedures exist? Which must I follow? Where am I on my own? Where do I have freedom to use my own ideas?
- AUTHORITY: Am I fully responsible? If not, under what circumstances must I seek guidance or approval?
- RELATIONSHIPS: How is my work related to others? With whose work does it overlap or conflict?
- COMMUNITY: What is expected of my relationships to others in the organization and/or department -- my fellow volunteers, other staff, supervisors, clients, etc.?
- RESOURCES: What resources are available to me? (People, money, facilities, etc.) Which am I expected to develop?
- APPRAISAL: How is my work to be evaluated? Recognized? Rewarded?
- GROWTH: How far can I progress? How do I compete and with whom? What are the opportunities for training and development?

★ Sarah Jane Rehnborg, CAVS
Consultant, Pittsburgh PA

REHNBORG'S CONSOLIDATED RULES FOR VOLUNTEER/STAFF RELATIONS

Here is my most prized original handout on volunteer and staff relations. I use this at the conclusion of any presentation I make on the subject and it is always appreciated. Adds levity to a tough topic. Furthermore, no matter what profound and weighty advice one gives - these quotable quotes really say it all.

- The most convincing changes begin at home ...
"Volunteer director, heal thyself."
- Not everything can be changed - but nothing can be changed until it is faced. (J. Baldwin)
- It's as hard to admit that your enemy has many virtues, as to admit that you have many faults.
- Volunteers are not the panacea to all social ills.
- Some of the staff may be right some of the time - could all of the staff be right all of the time?
- Satisfaction begets satisfaction; unhappy staff do not make for happy volunteers.
- The man who rows the boat doesn't have time to rock it.
- Honey attracts more flies than vinegar.
- If you find a path with no obstacles, it probably doesn't lead anywhere. (F. Clark)
- If the grass is greener on the other side, yours may need watering.
- Small may be beautiful; more of the same is not necessarily better or effective.
- Training and orientation are not universal cure-alls.
- Sometimes one pays the most for the things one gets for nothing. (A. Einstein)
- Success is a journey, not a destination. (B. Sweetland)
- Nothing good happens fast.
- Determine that the thing can and shall be done, and then we shall find the way. (A. Lincoln)



- ★ Eleanor Y. Fisher
Orange County Public Schools, Orlando FL

COMMUNICATIONS

- Always answer letters.
- Keep memos short. I often decorate the blank space in the upper right corner with a small appropriate piece of art pertaining to the memo subject.
- Return all telephone calls unless you have a diplomatic reason not to. When you can't reach people by phone, write a note.
- Be enthusiastic!
- A newsletter won't make a volunteer program a success, but it will increase visibility, enhance prestige, convey information, and it is a window on the volunteer program for those in the community who receive it. Do send newsletters to community folks, not just to volunteers and your co-workers!



ed note:

Eleanor gives national workshops on newsletter construction. She sent us a copy, and it's jam-packed with information about volunteers, the children they serve, lots of testimony and recognition.



- ★ Mary Ann Lawson
Consultant, Carmel CA



RHYMING ADVICE

No matter how grouchy you're feeling,
You'll find a smile is quite healing.
It starts as a wreath -
All around the front teeth -
Thus preventing the face from congealing.

★ Becky Proudfoot
 Dept of Social Services, Pueblo CO

TRAINING



In working closely with the staff development specialist in our agency where there is a large paid staff, I learn about seminars and workshops being arranged in the agency. If the content is something that would be of interest to any of our volunteers, I can invite them to attend the session. Sometimes the session is video-taped, and then used at a more convenient time for some of our volunteers. This affords excellent ongoing training to volunteers while helping staff accept volunteers even more readily because they are assured that volunteers are trained. When staff and volunteers can be trained together, the acceptance is usually even greater as they get to know one another.

...When Becky was writing this - another idea came. She wondered if VACs or some other clearinghouse in communities might be able to list various training functions from many agencies - in order to broaden both staff and volunteer development.



THE LAST WORD

Pat Chapel

This fulfills a long held whim of mine: a book for and about volunteers and their administration, and not one reference to, or quote by Alexis de Tocqueville.

OTHER WORKS BY *The Best* CONTRIBUTORS

Below are the published works of some of the contributors to this book. Not all the information I received was complete. Some of the books were co-authored, but I acknowledged only those presented in here. I am sure the authors would welcome your inquiry. Their addresses can be found on page ii, *The Best Contributors*.

SUSAN ELLIS and KATHERINE NOYES

By The People, \$7.25.

From the Volunteer Energy Series:

Proof Positive: Developing Significant Volunteer Recordkeeping Systems, \$7.50.

No Excuses: The Team Approach to Volunteer Management, \$8.75.

Children as Volunteers, available January, 1983.

To order 1 book + \$1.25; 2 books + \$1.75; 3-5 books + \$2.25, from,

ENERGIZE - 5450 Wissahickon Ave - Philadelphia PA 19144.

Susan Ellis is also the Editor-in-Chief of *The Journal of Volunteer Administration*. \$20.00 annual subscription of quarterly issues. Write to AVA - Box 4584 - Boulder CO .

RAE KING

Volunteer Services - Let's Get Down to Basics, \$4.00 + .75¢. Primarily geared to nursing home volunteer directors. To order,

Rae King - 2400 West 6th St - Springfield IL 62703.

EMILY KIMBALL MORRISON

Skills For Leadership, will be completed in Spring, 1983. This was originally going to be a revised edition of her first book, *How To Get The Most Out of Being a Volunteer*. But Emily, (with a new surname) decided with all the additions and revisions, it's really new. Write to her for details.

HAT NAYLOR

Volunteers Today, \$4.50.

Leadership For Volunteering, \$4.50.

Order from Dryden Associates - Box 363 - Dryden NY 13053.

Volunteers - Resources For Human Services, \$7.50.

Order from Project Share - Box 2308 - Rockville MD 20852.

OTHER WORKS

JUDY RAUNER

Helping People Volunteer, \$9.95 + \$1.50.

Order from Marlborough Publications, - Box 16406 - San Diego CA 92116

EVA SCHINDLER - RAINMAN

*The Group Interview: A Tool for Organizational Diagnosis and Action Research.**The Group Interview Tool Kit.**Exchanging Successful Practices: A Professional Development Tool.**Building the Collaborative Community: Mobilizing Citizens For Action.*

The above are published by Development Publications, Washington DC.

*The Volunteer Community, Creative Use of Human Resources.**Taking Your Meetings Out of the Doldrums.*

The above are published by University Associates, San Diego CA.

SUSANNE E. TARANTO

Coordinating Your School Volunteer Program, and Educational Volunteerism: A New Look, are both due to be published in April, 1983, in paperback and "very affordable."

ARTY TROST and JUDY RAUNER

Gaining Momentum (for Board Action), \$10.50 + \$1.50.

Order from Marlborough Publications, - Box 16406 - San Diego CA 92116

SUE VINEYARD

Finding Your Way Through the Maze of Volunteer Management, \$5.95 + \$1.00.*Beyond Banquets, Plaques and Pins: Creative Ways to Recognize Volunteers and Staff*, \$3.50 + \$1.00.*Fund Raising for Hospices and Other Community Based Human Service Groups*, \$5.00 + \$1.00.

Order from Heritage Arts - 1807 Prairie - Downers Grove IL 60515



Dear Friends,



Would you like to contribute to *The Next Best?* I might do another edition in two years. I will welcome your submissions and all of them will be acknowledged. The tips, techniques and opinions will always belong to you, so please write in the first person. I also wish to include in the next edition, your favorite anecdotes (with lessons) concerning volunteers and their administration, and the causes served. Photocopy this page and fill in the blanks. Mail it to me, Pat Chapel / Box 4 / Urbana IL 61801.

NAME _____ as you wish to see it in print.

TITLE OR OCCUPATION _____

YOUR CONNECTION _____ workplace or organization.

ADDRESS _____ CITY _____ STATE/ZIP _____

MY SUBMISSION CONCERNS _____

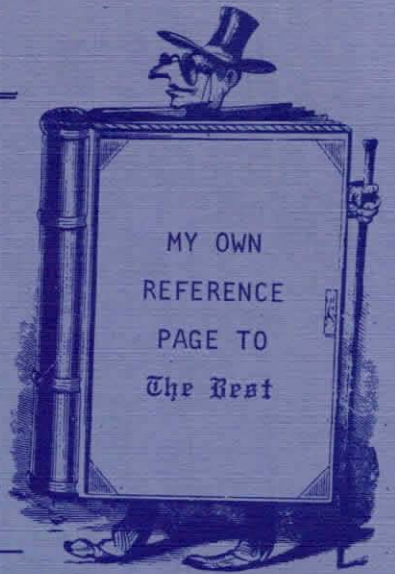
THE LESSON OF MY ANECDOTE IS _____

SURVEY:

The (1st) Best of the Best in Volunteer Administration, could have been improved by

As a volunteer administrator, the most frustrating thing I have to deal with is

The most important skill a volunteer administrator should have is _____



MY OWN
REFERENCE
PAGE TO
The Best



Pat. Chapel received her early training as a volunteer with the local Girl Scout Council as troop leader, trainer, day camp director and council VP. In 1973, she became the executive of the new Voluntary Action Center in Champaign County Illinois. During 1982, the VAC and Pat. moved to the United Way and she added duties as communications director for the parent organization. She has been an active member of the Assoc. for Volunteer Administration, serving on the board as bylaws chair during their reorganization, and later as chair of the nominating committee. A recent volunteer job as editor of an award winning newsletter inspired this project.

The printing of *The Best of the Best in Volunteer Administration* provided nearly two weeks of employment for people served by the Developmental Services Center - Print Shop. The services of DSC benefit individuals with developmental disabilities which may include mental retardation, cerebral palsy, autism, epilepsy, physical and emotional problems. DSC's programs address a wide range of social, emotional, vocational, and supportive needs of adults, children, and their families.

