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The Association for Volunteer Administration (AVA) is the professional association for those working in the field of volunteer management who want to shape the future of volunteerism, develop their professional skills, and further their careers. Members include volunteer program administrators in a wide variety of settings, agency executives, association officers, educators, researchers, consultants, students—anyone who shares a commitment to the effective utilization of volunteers. AVA is open to both salaried and nonsalaried professionals.

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Two major services that AVA performs, both for its members and for the field at large, are Certification and Educational Endorsement. Through the Certification process, which recognizes leaders of volunteer programs who demonstrate professional performance standards, AVA furthers respect for and appreciation of the profession of volunteer administration. Similarly, AVA Educational Endorsement is given to those workshops, courses, conferences and training events that provide opportunities for professional growth in volunteerism.

Finally, AVA produces publications, including several informational newsletters and booklets, and THE JOURNAL OF VOLUNTEER ADMINISTRATION.

For further information about the ASSOCIATION FOR VOLUNTEER ADMINISTRATION, contact AVA, P.O. Box 4584, Boulder, CO 80306.

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Equal Access to Volunteer Participation

Paula Beugen for the

Minnesota Office on Volunteer Services

Volunteering is an American tradition and an historical right of all citizens. Everyone deserves an opportunity to contribute voluntarily to the community. It has long been recognized that individuals derive personal benefits from their volunteer experiences, while at the same time serving their communities. Ethnic, racial, religious, and other factors ideally should not affect access to volunteerism.

To assure greater access to volunteer participation it is necessary to examine these questions.

* Why is it important to provide access to volunteer participation for all people? What are the benefits to individuals and organizations?
* Do the principles of affirmative action and equal opportunity apply to volunteer positions?
* What are some of the barriers that limit volunteer participation? What steps can be taken to minimize these barriers?

Equal opportunity and affirmative action are intended to assure that everyone has a fair chance to compete for and participate in paid and unpaid activities. Equal opportunity means that an organization makes known its intent to provide open access to participation and follows through on this intent. Affirmative Action is a carefully thought through remedial obligation to implement a specific plan for improving opportunities for groups which have been deprived of opportunities in the past. An affirmative action plan includes policies, procedures and action steps which will result in participation by members of a range of minorities and special groups.

Many organizations are forbidden by law to discriminate on the basis of race, color, creed, religion, national origin, sex, marital status, status with regard to public assistance, disability, or age. Persons wanting information or clarification about the Human Rights Act or Civil Rights Laws should contact the department in their state responsible for Civil Rights.

When considering access to participation in the voluntary sector, it is worthwhile to examine implications of volunteering for individuals. Many people believe that volunteer work contributes significantly to one's skills and self-esteem. Day-to-day learning which occurs "on the volunteer job" advances the volunteer's personal development, expands

This article is a monograph developed by and reprinted by permission of the Minnesota Office on Volunteer Services as part of VOLUNTEER FOR MINNESOTA: A Project for Developing Public/Private Partnerships in Communities. The purpose of these monographs is to surface issues which impact the volunteer community, in hope of initiating dialogue which will result in solutions. The Minnesota Office on Volunteer Services (M.O.V.S.), Department of Administration, provides statewide leadership and supportive services to volunteer leaders to initiate, expand, and improve the contributions of volunteers. It works with public and private organizations, which either provide or utilize volunteers in areas such as human services, environmental and cultural affairs and civic government.

his/her network of contacts and makes possible experiences which can be documented for future paid employment and academic credit. In addition, participation in volunteer activities is a significant way to exercise one's constitutional rights through participation in actions and decision-making which affect their own lives. These opportunities enhance a person's capability for self-help and can greatly strengthen one's ability to be self-sufficient and independent.

Since access to volunteer participation leads to positive benefits, individuals who are unable to access volunteer positions will be deprived of these potential benefits. Without equal access to volunteering, the possibility exists that the gaps will widen between those who are currently able to volunteer and those who are not.

The impact of accessibility to volunteering is profound, not only for the volunteer, but also for organizations which depend upon volunteers for the delivery of services. By tapping into the full range of human resources from all segments of society, an organization will secure more volunteers. Open participation will develop a cadre of volunteers with diverse skills, backgrounds, and perspectives. These volunteers will fulfill unique needs that could not be addressed as effectively through other means. For example, a volunteer who has recovered from a serious accident and has learned to adapt to resulting disabilities, could offer a positive role model for a person in a like situation. In addition, the resources of a mix of volunteers will provide valuable insights into the needs, feelings, and desires of the organization's clientele.

Many impediments exist which make it difficult for certain people to volunteer. Examples of these impediments include volunteer-related expenses such as costs for transportation, child care, meals, parking, training, materials, and so forth. People with physical disabilities may find that there are inadequate accommodations, which make it hard or impossible to volunteer. Also, inability to coordinate one's volunteer and work schedules may limit access to volunteering.

Beyond these more obvious roadblocks, there is a range of subtle barriers to volunteering. People may not be aware of opportunities to volunteer; or, the benefits of volunteering. They might not know that the organization sincerely welcomes and needs their participation. Some individuals may feel that they are not qualified or competent to do a job for which they could be trained. Others may fear being rejected from a volunteer position.

There are a number of steps which can be taken to help minimize barriers to volunteering. One of these steps is to defray prohibitive expenses of volunteers. (For organizations with limited budgets, it may be necessary to raise or seek funds for this specific purpose.) Physical barriers might be overcome, for example, by reserving parking for the handicapped, moving volunteer work sites from upper floors to the main floor of a building, and/or structuring volunteer positions so that work may be carried out at the volunteer's home or residential facility. Mentally handicapped volunteers may require more extensive training and closer supervision. Creative scheduling of volunteer work hours, or flexibility in the time and place for volunteering may encourage potential volunteers to make a commitment.

An examination of an organization's promotional pieces and recruitment methods could reveal the need to redesign appeals geared toward various segments of the community. Is the literature of the organization worded in a way that is clear and understandable for the specific audience? Does the feeling of the literature take into consideration cultural differences? Do photographs illustrate people from a variety of racial,

age, and other special groups, as well as both sexes? Does the potential volunteer want to "volunteer"; or, would he/she prefer to "lend a hand" or "help out"? In cases of in-person (rather than written) appeals, is the recruiter of a similar background or circumstance as that of the potential volunteer? Is the recruiter someone who can reassure the volunter of his/her capabilities, acceptance by the organization, and self-interest in volunteering? Also, are all of the "requirements" for the position absolutely essential, or do they create artificial barriers for some potential volunteers? Remember, not everyone reads the newspaper, therefore, serious outreach requires a variety of approaches.

To be sure that the volunteer experience is mutually beneficial and that there are incentives for people to volunteer, an organization should explore the possibility of providing the following support services for its volunteers:

* Reimbursement for expenses
* Child care
* Appropriate placement
* Orientation and on-going training (with college or continuing education credit where possible)
* Supervision and evaluation
* Documentation of volunteer experience
* References for employment or academic credit
* Recognition for achievements
* Opportunities for advancement

To effectively reach out to all segments of the potential volunteer community, organizations will invest time, energy and often money. Policies and procedures will be implemented to stimulate active recruitment and successful retention of a range of volunteers. Organizations will actively work toward volunteer participation which is reflective of the composition of the community. Leaders and members of organizations will strive to become better educated about cultural differences and the needs of special populations. A serious effort will be made to build positive attitudes and ensure sensitive behavior throughout all levels of the organization.

Minnesota Office on Volunteer Services
Department of Administration

Equal Access To Volunteer Participation
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(5/8/84)

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DEAR EMPLOYER. President's Committee on Employment of the Handicapped, Washington, D.C., 1979, 9 p.
Written from a handicapped employer's point of view, this pamphlet describes some of the simple accommodations and adaptions sometimes necessary and advantageous when handicapped workers are hired.

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IF YOU WENT BLIND TODAY COULD YOU DO THE SAME JOB TOMORROW? Blinded Veterans Association, Washington, D.C., 6 p.
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This resource package is one of a series developed by the National Center for Service-Learning (NCSL) to provide up to date information on topics of particular interest to student volunteers, coordinators, school administrators, and staff who work with student volunteers.

LOOK WHO'S MINDING THE STORE: Supervising Disabled Employees. President's Committee on Employment of the Handicapped, 1978, 14 p.
This pamphlet explains how a handicapped individual's own experiences and familiarity with his/her personal needs and capabilities can help a supervisor adapt a work environment with a minimum of effort.

MINNESOTA COALITION FOR DISPLACED HOMEMAKERS (MCDH). Minnesota Coalition for Displaced Homemakers. St. Paul, brochure 8 p.
This brochure describes MCDH's role in finding employment and training opportunities for women who have lost financial security because of a spouses death, divorce or diability. It also explains the Coalition's efforts in education, advocacy, and networking.

MINNESOTA DEPARTMENT OF HUMAN RIGHTS. Minnesota Department of Human Rights (DHR). St. Paul, MN, 6 p.
This brochure offers examples of illegal discrimination in the areas of employment, housing, public accommodations and services, education, and credit. It includes information on how to file a charge of discrimination or find answers to other questions about your rights.

MINNESOTA HUMAN RIGHTS ACT AS IT APPLIES TO PHYSICALLY AND MENTALLY DISABLED PERSONS. Department of Human Rights (DHR), St. Paul, MN, 8 p.

A basic guide to how the Minnesota Human Rights Act prohibits discrimination against disabled persons. Lists definitions, examples of unfair practices, exceptions to the law and what can be done when discrimination is encountered.

OLDER VOLUNTEERS: A VALUABLE RESOURCE. Warrick, Pamela. American Association of Retired Persons, 1983, 32 p.
This booklet describes the skills, motivation, and dependability which older people bring when they volunteer. It also goes into recruitment, job suitability, training and insurance considerations and includes a list of printed resources for organizers of older volunteer programs.

RESPOND TO: MENTALLY RESTORED WORKERS. Mental Health Association, Arlington, VA, and President's Committee on Employment of the Handicapped, Washington, D.C., 1982, 6 p.
This brochure attempts to define and make distinctions between those who have had mental illnesses, been treated, and are ready to work and those who are not ready. It also includes discussion on insurance, productivity, morale and an individual's decision on whether to disclose his/her background of mental illness or not.

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This brochure looks at the number of blind Americans, what they are like, what they can do and fears generally expressed by prospective employers. It also explains how new technology can, in some cases, dramatically increase the productivity of blind workers and other advantages to employers who hire the visually impaired.

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This publication is designed around a questionnaire which examines encounters in everyday situations with people who are disabled. It provides an opportunity to think about or reconsider responses in such situations.

SO YOU'VE HIRED SOMEONE WITH A HEARING IMPAIRMENT. The President's Committee on Employment of the Handicapped, Washington, D.C., 8 p.
This pamphlet covers the basics of how to improve communication with a deaf employee, including initial interviewing and introductions to others on the job.

TO SERVE, NOT TO BE SERVED: A GUIDE FOR OLDER VOLUNTEERS. Warrick, Pamela, American Association of Retired Persons, 1983, 24 p.
This publication is aimed directly at the older person considering the merits of volunteering. It covers the advantages, expectations, rights, and responsibilities of older volunteers.

TRANSITIONAL VOLUNTEER SERVICE. Voluntary Action Center, St. Paul, MN, 6 p. The Transitional Volunteer Service's referral, interview, placement and follow-up process provided for individuals recovering from emotional problems is described in this publication.

VOLUNTEER GUIDE. President's Committee on Employment of the Handicapped, Washington, D.C. 1983, 16 p.
This publication gives tips on how to work with disabled volunteers; how volunteers can use their experience in jobseeking; suggestions on recruitment through media; and a list of resource material.

WHEN YOU MEET A PERSON IN A WHEELCHAIR. Sister Kenny Institute, Minneapolis, MN, 1981, 8 p.
This brochure contains a list of suggestions on the most appropriate behavior and etiquette for making an encounter with a wheelchair user as comfortable as possible.

YOUR CIVIL RIGHTS IN ST. PAUL. St. Paul Department of Human Rights, St. Paul, MN, 6 p.
This brochure describes St. Paul's Human Rights Ordinance, which prohibits discriminatory treatment in employment, housing, education, public accommodations, and services. Also included is access information for speakers, consultants, and advice.

The Minnesota Office on Volunteer Services loans these materials free of charge to Minnesota residents and can provide additional ordering information to others. Contact: MOVS, 500 Rice Street, St. Paul, MN 55155.

The Waking of a Giant: Church-Related Volunteerism

Marlene Wilson

Did you know that there is an organization in this country with a membership of over 133 million people[1] ...many of them potential volunteers for human service programs? Alice Lepert aptly labeled this group "the half-awake giant" in an article in Voluntary Action Leadership in 1978.[2] This giant is the church and the focus of this article is to examine ways to bestir this dozing giant.

Let me share some personal observations and experiences with you both as a professional volunteer administrator and consultant and as a deeply committed Church person.

Several years ago I became the director of a newly organized Voluntary Action Center and Information and Referral Agency in Boulder, Colorado. Since we worked with over ninety different community agencies, I soon became acutely aware of community needs. At this same time, I was an active member of a large Protestant congregation that seemed acutely unaware of community needs (not an unusual state of affairs unfortunately). My challenge was clearly to determine how to help a church see the incredible opportunities for the ministry of serving others which abounded all around us.

What followed was an agonizingly slow, but eventually very successful awakening of one congregation. Some of the strategies we used were as follows:

1. Advocated for and got approved monies for local benevolence to be included in the congregation's annual budget.

2. Formed a Social Action Committee to oversee this fund.

3. The Committee met monthly and became educated regarding community needs through requests for aid and visiting the Voluntary Action Center.

4. Specific requests for volunteers and other assistance were included in the church's weekly bulletins and monthly newsletter. (The congregation now knew the needs and began to respond as individuals.)

5. The congregation's local benevolence budget increased from $100 to $3,000 in two years.

6. The Social Action Committee decided to adopt a congregational volunteer project for the year. After committee members visited four major social service agencies, they recommended the Juvenile Court Volunteer Program.

7. The Juvenile Judge gave a presentation outlining the court's volunteer needs to the congregation. The congregation then voted to "adopt" the program for a year. We agreed to provide all the needed volunteers for three programs.

   a. Daily visits to both the boys and girls jails.

   b. Tutoring once a week for all juveniles assigned to that program by the judge (to be done at the church on a one-to-one basis).

Marlene Wilson is author of The Effective Management of Volunteer Programs, Survival Skills for Managers, and her latest book, How to Mobilize Church Volunteers.

c. Administering a battery of tests to all juvenile offenders prior to sentencing.

8. The Social Action Committee recruited a Chairman for this project and leaders for each of the three subcommittees (Jail Visitation, Tutoring, and Testing).

a. This new group recruited and scheduled all needed volunteers.

b. The Juvenile Court Volunteer Director interviewed, matched, trained, supervised, and evaluated the volunteers.

This partnership worked so well that the congregation re-adopted the program for three consecutive years, much to the amazement of the skeptics in both the justice system (who couldn't believe they could count on Church volunteers) and the Church (who believed people would never get involved with "that sort of thing").

INVOLVING OTHER CHURCHES

During this same period of time, I received invitations (or sought them) to give presentations about our Volunteer Center and volunteerism in this community at most of the seventy-five churches in Boulder. The audiences varied, as some were women's groups, some men's breakfasts, some youth meetings and occasionally I was invited to give a Sunday morning sermon. The opportunity to share information about community needs with so many people was exciting and I eagerly tackled the challenge. Almost invariably, the response was initially very encouraging and enthusiastic--but as the months slipped by, frustration began to set in. It seemed I had developed a huge "cheering section" (all rooting for the great work volunteers were doing in the community) but very few new players for the team. In other words, I'd fallen into the trap of thinking informational and inspirational speeches were automatically also recruitment speeches. Moving the people to personal commitment to become involved was still lacking. That's where the on-going Committee at my own church made such a difference. The follow-up, support, and ongoing education was lacking in these "one-shot" speeches, so we began to work with other churches to form such committees and it helped.

It was several years later that I learned another very valuable lesson relating to working with church volunteers. A common complaint of many agencies was that the pastors of the local churches frequently seemed reluctant to publicize their agency's volunteer needs within the congregations. This seeming disinterest created both confusion and frustration for the agency Volunteer Directors. How could they recruit this sleeping giant (the church) if they couldn't even get to it?

This problem was discussed at many gatherings of agency volunteer leaders over the years, but there seemed to be very little real progress in overcoming this block. And then in 1977, Ivan Scheier, myself, and several others had an opportunity to walk into the lion's den and ask the lions themselves. We did a one-week seminar at Iliff Seminary in Denver for a group of 25-30 clergymen from several different denominations--the topic was volunteerism and the church. It was during this very intense and productive week that we began to get glimmers of the cause of the pastors' reluctance to recruit members for community volunteer programs.

Most of their own internal congregational volunteer programs (religious education, youth, evangelism, etc.) were hurting for volunteers. It seemed fewer and fewer members were doing more and more of those jobs--and the pastors were fearful they would lose those faithful few to other programs if they publicized community needs. In a nutshell--they were having their own volunteer recruitment problems and they were

concerned. The law of supply and demand was at work and they were stymied as to how to deal with it. This was a very painful revelation for them to make, but it finally gave us the missing piece to the puzzle. We had known volunteerism needed the church...but now we knew the church needed what the field of volunteerism had to offer--know-how about administering effective volunteer programs.

Thus began a new and productive era of fruitful mutual exchange. Volunteer Directors and consultants have been invited to do workshops and seminars for religiously-oriented groups of all kinds on the topics of managing volunteers, enabling leadership styles, job descriptions, interviewing, volunteer/staff relationships, etc. And the interest in these subjects seems totally ecumenical in scope, as I have personally responded to such requests from Catholics, the Jewish community and most major Protestant denominations. Often the sessions are inter-denominational and it is heart-warming to experience the mutuality of concerns for people that far outweigh any difference in theology at these events.

Another evidence of a closer and more productive liaison between church and community is the ever-increasing numbers of church and synagogue representatives attending the training events sponsored by agency groups, i.e., DOVIAs (Director of Volunteers in Agencies), AVA (Association for Volunteer Administration) VACs (Voluntary Action Centers) and others. This is perhaps one of the most effective means of establishing viable collaboration. Isolation has been one of the major causes of lack of involvement and we now see the giant moving in our midst...a most encouraging sign.

Also we are finding that as congregations become more effective in meeting their internal volunteers' needs, they are more open and ready to share their people with community agencies. A growing number of churches are even adding Volunteer Directors to their staffs to help with this effort. (They have various titles, i.e., Director or Coordinator of Volunteer Ministries, Lay Ministry Coordinator, Volunteer Director, etc.)

DESERVING CHURCH VOLUNTEERS

Now let's turn our attention from the church and look at the other side of the equation--community volunteer programs seeking volunteers. An equally essential task (along with recruiting more church volunteers) is to be sure your programs deserve them and are ready to receive them.

This may sound a bit harsh, but today's realities are these: most volunteers are working; many are single parents; many have economic concerns and incredibly busy schedules. This demands that we have our act together sufficiently so we utilize volunteers' time, energy, and commitment well. We must not waste it! In a time of cutbacks and economizing, we must become ever more sensitive and effective managers of the precious resource of volunteers.

One of the incongruencies I see occurring at this very critical stage of economic cutbacks and increasing community needs is the short-sighted decision by many agencies to lay off Volunteer Directors. When the hue and cry nationally is to get citizens instead of the government involved in solving local problems, administrators are eliminating the "citizen involvement experts"--the only people who really know how to make volunteerism (another name for citizen involvement) work well. In my estimation, there has not been a time in our nation's history when we have needed trained, effective, and dedicated administrators of volunteer programs as desperately as we need them now. We must advocate strongly and well for these enablers of those who help others. (One need only ask, is the job of managing a household easier or more difficult in times of scarce resources?)

In my estimation, the principles involved in establishing and maintaining a sound volunteer program are fairly universal (whether it be criminal justice, neighborhood self-help, YMCA, or church programs). There are certain essential management functions we must tend to, or we will find ourselves in trouble and the program floundering.

Questions any organization needs to answer before trying to recruit church volunteers (or any other volunteers) are these:

1. Have we designed a plan for our volunteer program this year with clear goals, objectives, and action plans?
2. Has our paid staff (if we have any) been involved in designing written job descriptions that outline the duties, skills, and the time commitment required for each different type of volunteer involvement?
3. Have we set up interview processes, so each potential volunteer can learn more about our organization and we can learn about their skills, needs, and interests? Is matching the right volunteer to the right job a priority?
4. Have we designed appropriate training opportunities to help our volunteers succeed?
5. Is our staff and volunteer leadership committed to providing enabling supervision and meaningful recognition for all volunteers?

If these steps have not been taken, then it is no wonder people have not responded positively. If they have been taken, let me share some other tips for successful recruiting.

- Find out if any of your present volunteers are members of the church you want to reach, and then recruit them to help tell your story.

- Be creative in your appeal. Use slides, client interviews, and graphics as well as verbal information. Tell your story in an interesting and emotionally appealing fashion to as many groups within the church as possible.

- Be specific about your needs and how they as volunteers can help.

- Avoid the "oughts and shoulds" approach.

- Have sign-up sheets or registration forms available after your presentation so people can respond immediately.

- Hold a "Volunteer Opportunity Fair" in collaboration with other agencies who need volunteers and invite all the churches in the area. Make the event informative, creative, and fun!

- Write short, informational "blurbs" about your needs that can be inserted easily in bulletins and newsletters. Direct to the person in charge of those newsletters and bulletins, not the pastor. Make the notices short, snappy, and specific.

- Ask for time on the agenda of the Social Ministries, Social Action, or Social Concerns Committees. Tell your story in person whenever possible.

- Have options. Suggest a variety of individual volunteer jobs and group projects. People like alternatives. And do your homework so your suggestions are appropriate for that group.

- Be enthusiastic!![3]

It's important to remember that effective volunteer programs don't just happen. They are carefully planned and managed. The essential ingredients of a successful volunteer program are:

1. A belief on the part of agency administration and staff members that volunteers are both needed and wanted in their organization.

2. A qualified paid director of volunteers to oversee the planning, implementation, and evaluation of the volunteer program.

3. An understanding of the rapidly changing realities of volunteerism--changes in the makeup of the volunteer work force, and so on.

4. A commitment of needed funds to operate an effective office of volunteers.

5. An attitude of acceptance of volunteers as unpaid staff members.

6. Proper management and supervision of the volunteers.

7. The acceptance of volunteers as valuable and accountable team members who can enrich and extend the services of paid staff members.

SUMMARY

If leaders of community volunteer programs are seriously interested in nudging the sleeping giant of the church into a more meaningful partnership, then there is work to be done on both sides. The church must have greater access to the resources of the field of volunteer administration to enable it to equip its millions of members for more fulfilling, productive, and effective volunteer involvement in both the "gathered and scattered" arenas of ministry, and the agencies must diligently prepare their volunteer programs to receive these and other volunteers so they might not waste this precious human resource.

Is it worth all this work? I adamantly believe it is, for I agree with John Gardner when he said in his book Excellence:[4]

Free people must set their own goals. There is no one to tell them what to do; they must do it for themselves. They must be quick to apprehend the kinds of effort and performance their society needs and they must demand that kind of effort and performance of themselves and of their fellows. They must cherish what Whitehead called "the habitual visition of greatness." If they have the wisdom and courage to demand much of themselves--as individuals and as society--they may look forward to long-continued vitality. But a free society that is passive, inert, and preoccupied with its own diversion and comforts will not last long. And freedom won't save it...As Chesterton put it, "The world will never be safe for Democracy--it is a dangerous trade...but whoever supposed that it would be easy?"

FOOTNOTES

[1]1981 Yearbook of America and Canadian Churches, compiled by the National Council of Churches.

[2]Alice Lepert, "Volunteering by Religious Groups: The Half-Awake Giant," Voluntary Action Leadership, Winter 1978.

[3]Marlene Wilson, How to Mobilize Church Volunteers, 1983, Volunteer Management Associates, 279 So. Cedar Brook Rd., Boulder, CO 80302, pp. 120-1.

[4]John Gardner, Excellence, Perennial Library, Harper and Row, 1961, pp. 194-195.

Addendum to "Money Talks"

G. Neil Karn

Since my article, "Money Talks: A Guide to Establishing the True Value of Volunteer Time" (Winter 1982-83 and Spring 1983), was published in The Journal of Volunteer Administration suggesting a system for valuing volunteer time based on replacement costs of equivalent paid work, I have received considerable reader reaction. These two articles argue that volunteer time has consistently been undervalued because the fair market value would consider the hidden costs of fringe benefits, paid holidays, and other leave benefits in addition to the costs of salaries for paid equivalents.

One of the most frequently received challenges to the system has come from readers who are hesitant to impute the value of volunteer time on the basis of a full fringe benefits package because volunteers usually serve less than full-time, and part-time paid employees in their systems receive minimal fringe benefits. The rationale runs along these lines: how can we defend an equivalency value for part-time volunteers based on the benefits package of full-time rather than part-time paid employees? Most readers are sympathetic, but in need of a concrete rebuttal for dubious administrators.

While this may seem a plausible critique, it seems to me that the real issue is not that part-time volunteers are being equated with full-time paid workers, but that we need to establish a fair purchase or replacement price for the cumulative time donated by volunteers to a particular program. In the large majority of instances, the hours of several volunteers add up to a full-time equivalent (FTE) position or more. Thus, we should be concerned with the true replacement wage--how much it would cost to replace those volunteers with full-time paid workers.

One of the major points of "Money Talks" is that hourly wages alone belie true compensation costs. The average person just does not appreciate that fringe benefits can add up to a staggering amount. Figures just compiled by the U.S. Chamber of Commerce show that the average cost of providing benefits in 1982 reached $7,187 per employee (U.S. News and World Report, April 16, 1984). This means that the cost for fringe benefits for the average worker in the United States in 1982 was $3.45 per hour, which is in excess of minimum wage alone! Somewhere along the line this amazing fact has been obscured, and it certainly poses some serious implications for fairly establishing a value for volunteer time. Clearly, to discount the impact of fringe benefits is to serve to undervalue the volunteer product. It is reasonable and defensible to include the full costs of fringe benefits in establishing the value of volunteer time.

In fact, rather than de-valuing volunteer contributions on the grounds that they are part-time and

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have a lower equivalent value, one could construct a counterargument that this part-time nature actually qualifies volunteer service for a higher value. Employers frequently are willing to pay a premium for part-time assistance because it allows them to access the help they need when they need it, without a long-term obligation.

Have a peak load in typing? Hire a clerical person from a temporary agency. Need legal assistance? Hire an attorney at a handsome hourly cost. It is still cheaper than in-house counsel. Have a management problem? Hire a consultant from Philadelphia, Boulder, or Downers Grove.

When agencies recruit just the right volunteers to head up the fund drive, design that special brochure, draft the articles of incorporation, or show up in force to handle a massive food distribution, aren't they doing the same thing--accessing the help they need when they need it? A premium price, if only a figurative value, seems justifiable.

So having said all this, where does that leave us in terms of concrete policy for valuing the contribution of volunteers, albeit in part-time increments? It is still a judgment call, but I would suggest volunteer directors weigh one or more of the following three considerations:

1. Are the employees in the equivalent category of paid work usually retained on a full-time rather than part-time basis?

2. Do the cumulative volunteer hours in a particular job category add up to the equivalent of a full FTE or more?

3. Do the cumulative volunteer hours, while less than the equivalent of a full FTE, still qualify for premium pay because they are on an "as needed" or "on-call" basis?

If you can answer any of the foregoing questions affirmatively, then you have grounds for considering the full benefits package in your computations of the worth of volunteer time.

Remember the skeptics come primarily from one of two camps: (1) the analytic types who demand logical interpretations and reasonable explanations, and (2) the discounters of volunteer contributions who cloak their biases in such dodges as the "part-time" argument. Both argue rationality, but only the former really means it. For the analytic, I believe we can offer a logical counterargument; but for the latter group, I believe we must recognize them for what they are and remember the words of Elbert Hubbard:

> *When a fella says, "It ain't the money but the principle of the thing," it's the money.*

An Aspect of the Accounting Profession's Social Commitment

John Paul Dalsimer, CPA, Paul E. Dascher, PhD and James J. Benjamin, CPA, DBA

The decade of the 60s was characterized by a changing social awareness throughout the United States. Some have identified this as the dawn of an era of volunteerism, in which individuals seek to share their talents, energies and abilities with those in need. Accountants have become part of this process.

Many sources document a developing social role for the accounting profession. Historically, this involvement has included commitments to nonprofit organizations. Participation tended to focus on maintaining records and providing regular audit examinations of an organization. Recently, this role has expanded to meet the needs of the times and the profession.

Individual commitment and professional interest led to formalization of direct assistance programs. Direct service for disadvantaged businesses and certain community agencies was a logical extension of volunteer accounting service. Nationally, the AICPA and the National Association of Accountants established pioneering programs which formalized channels of assistance. While generally beneficial and always well-intentioned, many times accounting services were not available where most needed and at other times organizations competed to serve a single client.

From such a background, Community Accountants in Philadelphia emerged as a viable regional service force, active in the neighborhoods of the city and the surrounding area and ready to address important social issues requiring an accounting perspective. After five years of service, a comprehensive study of the organization was undertaken. The process provided information which confirmed some expectations, altered others and supported the continuation of the project. These results are not without parallel in other parts of the country. They add a dimension to the profile of the accountant as an involved citizen and support the developing social base of the profession.

COMMUNITY ACCOUNTANTS

In 1973, several members of the Philadelphia accounting community began discussing the focus of volunteer professional involvement. Specifically, some concern existed about the delivery of services to disadvantaged businesses and nonprofit organizations in the metropolitan area. Support programs seemed to lack effectiveness because of poor coordination, inadequate publicity to attract applications for service and a lack of follow-up or evaluations. A decision was made to create a coordinating agency to facilitate the delivery of these important services. Community Accountants was incorporated as, "a nonprofit organization of accountants, CPAs and community

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leaders dedicated to assisting disadvantaged businesspeople and nonprofit organizations with their internal accounting and financial problems and to offering unbiased and independent financial and accounting experience to groups acting in the public interest."[1]

Initial funding was sought from a variety of sources, including accounting firms, accounting organizations, individual accountants, corporations and foundations. Support for the concept and financial contributions enabled the organization to begin service in 1975. From its inception, quality and professionalism have been hallmarks of Community Accountants' activities.

Volunteers were sought from all major accounting organizations: CPA firms, large industrial organizations and colleges and universities. Clients were solicited through business and development centers, banking institutions, direct publicity on radio, television, newspapers and through community leaders. The importance of service was emphasized by an early decision to include community and client representation on the Board of Directors of Community Accountants. Care was taken to insure that the organization was not insulated from its client base.

Organizationally, a structure was prepared to provide an interface between volunteers and clients needing accounting services. Because services were provided without cost, specific screening criteria were established to insure that a need was real, that the ability to pay was truly missing and that the organization was at least marginally viable with a potential for survival. Community Accountants was not viewed as a vehicle for staving off inevitable bankruptcy, but rather as a genuine service to assist businesses and nonprofit organizations through formative years or trying times. Neither was Community Accountants intended to divert fees from valid providers of accounting services. For instance, no auditing services were offered. By focusing on marginal operations, an effort was made to share accounting talent, help individuals and assist in the development of viable businesses for the future.

Another dimension of the organization's service base relates to the public interest. Many community problems have a financial aspect. While maintaining a solid nonadvocacy position, Community Accountants has been prepared to lend the skills and abilities of its volunteers to analyze and interpret financial data, reports and presentations. Regardless of the organization initially requesting the service, Community Accountants retains and exercises the right to publicize its findings on a public interest issue. In addressing a community problem or public controversy, objectivity is an essential quality. This quality is deeply inherent in the professional accountant.

SERVICE OPPORTUNITIES

Over the years, Community Accountants has been presented with many important and challenging opportunities for service. Significant effort has been devoted to nonprofit organizations. Volunteer accountants have provided assistance in establishing and installing bookkeeping systems, training personnel to operate the systems and preparing budgets and financial reports. A regular series of workshops has been developed to address the accounting needs of nonprofit entities.

Disadvantaged and developing businesses have also benefited significantly from Community Accountants' service. Volunteers have worked with these businesses to develop accounting systems, prepare reports necessary to secure financing, complete and file tax returns and analyze operation with a managerial view. Typical clients have included home remodeling contractors, neighborhood stores, small wholesale operations and service concerns.

Issue-oriented cases have broadened in perspective over the years. Teams of accountants and support personnel joined to investigate broader issues of public concern. Cases have included an analysis of financial reports supporting rent increases at HUD financed housing projects, amicus curiae testimony relative to control procedures used by a state and an investigation of the funding and budgetary procedures of a major school district. All of these cases resulted from public concern supported by a specific request from a bona fide organization with specific interest and expertise in the issue under consideration. The results of Community Accountants' investigations are made public regardless of the wishes or position of the requesting organization. Thus, volunteer assistance supports the public's right to know and be informed.

The resources drawn together through Community Accountants' coordination have been formidable and are growing. Last year, the organization served slightly more than 200 new clients (individuals or organizations) of varying size and delivered in excess of 4,000 hours of volunteer time. Facilities for workshops of up to 300 people were prepared and developed along with a variety of materials to support the organization's effort.

AN EVALUATION

In some respects, Community Accountants could be evaluated in strictly quantitative terms; new clients counted, hours tabulated and reports accumulated. However, a meaningful evaluation must address those issues that reflect the purpose of the organization. This is tied to the social role of the accounting profession.

An early contributor to current accounting thought, William A. Paton, recognized the breadth of the profession and its scope of interest and responsibility. In discussing the role of accounting, Paton focuses on the social role and asks, "What is the function of accounting from the standpoint of the community . . ."[2] In this sense, assistance in promoting and elevating the general economic well-being of an individual or of a segment of society is consistent with the purpose of the profession. Practically, such a goal will also enhance the community and provide additional business opportunities as new firms are able to become viable.

To address these aspects of Community Accountants, a study was undertaken to assess the attitudes of its clients. Opinions, impressions and reactions were sought in assessing the concept and implementation of a community-based organization providing access to accounting services. The results suggest lessons for other communities and other members of the profession.

THE STUDY AND ITS FINDINGS

The study sought to assess the attitudes of clients regarding several issues relating to the services of the organization. Questionnaires were sent to 70 individuals, businesses and organizations which received assistance from Community Accountants. Usable replies were received from 42 of the 70, a response rate of 60 percent; this level of response suggests an interest in the purpose of the study and the organization being studied.

The initial section of the questionnaire focused on the services of Community Accountants. Responses are summarized in Table 1.

All respondents agreed with the importance of the service provided by Community Accountants for their business or organization. This was consistent with their responses to Item 2, where, again, there was total agreement that volunteer accounting services were important to the community. It should be noted that in this sense, the "community" extends beyond the neighborhood and embraces the world of minority business, nonprofit organizations and

TABLE 1

Percentage Responses to Statements Regarding Community Accountants Services

Item No.	Statement	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
1	The service provided by Community Accountants is important for a business or organization like ours.	90.5	9.5	0	0	0
2	Community Accountant renders an important service to the community.	88.11	11.9	0	0	0
3	Accountants, as individual people, are interested in their community.	4.8	21.4	59.5	9.5	4.8
4	It is easy to get in contact with Community Accountants.	81.0	9.5	4.8	4.8	0
5	The staff of Community Accountants is cooperative.	83.3	16.7	0	0	0
6	The quality of service received from Community Accountant is lower than what would be provided if we paid a fee.	4.8	9.5	11.9	31.0	42.9
7	Community Accountants provides only a limited amount of accounting service.	4.8	35.7	11.9	31.0	16.7
8	Community Accountants should provide more services to businesses or organizations like ours.	14.3	45.2	40.5	0	0
9	Accounting services are not really necessary for most small businesses and community organizations.	0	0	0	11.9	88.1

groups working in the public interest. From this base, it was interesting to note that a "halo effect" did not result in Item 3. Opinion seemed to be spread out about whether accountants as individuals shared the community interest of the organization. It may be interpreted that respondents were unwilling to generalize the community interest away from Community Accountants. However, it would be interesting to contrast this level of feeling against that held by a similar group not exposed to a volunteer accounting organization.

The next three items relate to operations of the organization itself. Most of the respondents found it easy to get in contact with Community Accountants. About 10 percent of the participants did not agree with the positive nature of the statement and this has been a continuing area of concern. Exposure in the neighborhood and awareness by the potential client base is a concern of both accounting firms and volunteer accounting organizations. Some respondents offered viable suggestions in this area.

In item 5, all respondents expressed agreement with the statement that the Community Accountants' staff was cooperative. Again, while reassuring, this is expected because of the nature of the organization--cooperation and interest are hallmarks of the involved individual. Item 6 presented a challenge for future effort. A small number of the respondents (about 15 percent) seemed to feel that they receive a lower quality service than would be provided if they had paid a fee. While organizational quality control, feedback and evaluation techniques are aimed at preventing this, the attitude nevertheless exists. It is an area of concern and effort on the part of the staff and volunteers.

The next three items are closely related in completing the profile of attitudes about the organization. Some individuals felt that the services provided were limited. This is a fact. The organization does not attempt to exceed or even approach the margins of its expertise. Services are limited to those essential to the existence of an organization and they have the end goal of enabling the client to become self-sufficient. Item 8 builds on the previous question and adds the halo effect of satisfaction. Clients pleased with the service probably wish the organization would provide more. This leads into the last item, where all of the respondents recognized the importance of accounting services.

Two open-ended questions related to the service provided were also included in the questionnaire. While the comments varied considerably, the most frequent response used the opportunity to compliment the organization and praise its services. In response to the direct question of how can the service of Community Accountants be improved, one respondent indicated that, "We found their service to be so excellent that nothing could be improved--believe it or not!"

One further observation must be made. In response to a question which asked if the organization had hired a professional accountant or contracted for accounting services since dealing with Community Accountants, one-third of the respondents said yes. This is from a group which was evaluated to be marginal for survival and unable to pay for such services when first accepted as a client. In a short time, the interest of a professional and the service provided enabled the organization to rise to a level where it could acquire accounting services in the marketplace.

IN CONCLUSION--A BEGINNING

The formative years are vital for any organization. Community Accountants has proven itself to be of value to its clients, its community and the profession it represents. Through the coordination and com-

munication of this organization, hundreds of professional accountants are able to add a dimension to themselves and help fellow man with their own talents and abilities. Each day brings new challenges and new opportunities. Accountants have responded to these and will continue to do so.

After several years of successful operation in Philadelphia, Community Accountants joined with a few similar organizations from other parts of the country in forming what was to become Accountants for the Public Interest. The need for such service and such concern extends beyond geographic boundaries and reflects concern of the profession on a national basis. The thrust of Accountants for the Public Interest is to provide accounting resources to respond to appropriate problems and issues affecting broad segments of society on a regional and a national basis.

The needs, the resources and the concerns which characterize Community Accountants exist elsewhere. As in Philadelphia, what is needed is for individuals to step forward and commit themselves to fulfill the potential of their profession. The challenge and importance of this opportunity was recently highlighted in remarks made by Wallace Olson, President of the AICPA.

> *In the past, we laid claim to be a profession on the grounds of having all the trappings traditionally identified with those of other professions. However, our preoccupations have been largely with matters within the profession. Our understanding of the true public interest nature of our role has not been as clear as it is now becoming. It has been all too easy to expose in our literature our dedication to serving the public. Now, however, we are being pressed to make our actions correspond more fully with the ideals that we have articulated in the past.*[3]

FOOTNOTES

[1] *Policy Statement of Community Accounts.*

[2] *William A. Paton, Accounting Theory, 2nd ed. (Chicago: Accounting Studies Press, Ltd., 1962), p. 7.*

[3] *Wallace E. Olson, "Is Professionalism Dead?" Journal of Accountancy, July 1978, p. 82.*

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Paired Weighting

Marie Arnot, Lee J. Cary and Mary Jean Houde

Ed. Note: THE JOURNAL periodically offers our readers training designs that can be adapted to a variety of training situations. See Volume I, Number 2 (Winter 1982-83) for "The Strategy Exchange" as an additional example. Readers are encouraged to share successful group process exercises with their colleagues through this forum.

PURPOSE:

To establish priorities by ranking items.

USES:

Paired Weighting[1] can be used by individuals and by groups to rank any list of items, e.g., needs, goals, problems, solutions, resources, achievements, etc.

MATERIALS NEEDED:

List of items to be ranked.

Paired Weighting form and pencil or pen for each participant.

Chalkboard, chalk, eraser or newsprint, felt pen and masking tape.

Transparency of the Paired Weighting form and an overhead projector (optional).

DIRECTIONS:

1. Paired Weighting is usually used immediately after a group has established a list of items to be ranked, e.g., needs or goals. The first step is to display the list to be ranked on a chalkboard or newsprint. For example the following is a list of goals of a Citizens Group for Alternatives to Incarceration:[2]

(1) *To serve as a communications network among persons and groups involved or interested in alternative programs.*
(2) *To educate the public on the ineffectiveness of imprisonment and the need for alternatives.*
(3) *To advocate for legislation which facilitates alternatives.*

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Paired Weighting Form

1/3	1/4	1/5	1/6	1/7	1/8	1/9	1/10	1/11	1/12	1/13	1/14	1/15	1/16	1/17	1/18	1/19	1/20	1	= _____
2/3	2/4	2/5	2/6	2/7	2/8	2/9	2/10	2/11	2/12	2/13	2/14	2/15	2/16	2/17	2/18	2/19	2/20	2	= _____
	3/4	3/5	3/6	3/7	3/8	3/9	3/10	3/11	3/12	3/13	3/14	3/15	3/16	3/17	3/18	3/19	3/20	3	= _____
		4/5	4/6	4/7	4/8	4/9	4/10	4/11	4/12	4/13	4/14	4/15	4/16	4/17	4/18	4/19	4/20	4	= _____
			5/6	5/7	5/8	5/9	5/10	5/11	5/12	5/13	5/14	5/15	5/16	5/17	5/18	5/19	5/20	5	= _____
				6/7	6/8	6/9	6/10	6/11	6/12	6/13	6/14	6/15	6/16	6/17	6/18	6/19	6/20	6	= _____
					7/8	7/9	7/10	7/11	7/12	7/13	7/14	7/15	7/16	7/17	7/18	7/19	7/20	7	= _____
						8/9	8/10	8/11	8/12	8/13	8/14	8/15	8/16	8/17	8/18	8/19	8/20	8	= _____
							9/10	9/11	9/12	9/13	9/14	9/15	9/16	9/17	9/18	9/19	9/20	9	= _____
								10/11	10/12	10/13	10/14	10/15	10/16	10/17	10/18	10/19	10/20	10	= _____
									11/12	11/13	11/14	11/15	11/16	11/17	11/18	11/19	11/20	11	= _____
										12/13	12/14	12/15	12/16	12/17	12/18	12/19	12/20	12	= _____
											13/14	13/15	13/16	13/17	13/18	13/19	13/20	13	= _____
												14/15	14/16	14/17	14/18	14/19	14/20	14	= _____
													15/16	15/17	15/18	15/19	15/20	15	= _____
														16/17	16/18	16/19	16/20	16	= _____
															17/18	17/19	17/20	17	= _____
																18/19	18/20	18	= _____
																	19/20	19	= _____
																		20	= _____

(4) *To support the implementation and enforcement of existing laws and programs which allow alternatives.*
(5) *To foster research and publications regarding alternatives to incarceration.*

2. Give each participant a copy of the Paired Weighting form. Ask each participant, working independently, to rank the items by comparing and ranking the first item with every other item, then the second item with every other remaining item, and so on. To illustrate:

Begin by using only the first line of the form, which looks like this:

$$\frac{1}{2} \quad \frac{1}{3} \quad \frac{1}{4} \quad \frac{1}{5}$$

Goal number 1 is: "To serve as a communications network...." Begin by comparing Goal number 1 with Goal number 2, "To educate the public...." If you believe Number 1 is more important than Number 2, circle 1. If you believe Number 2 is more important than Number 1, circle 2. Similarly compare Number 1 with Number 3, then with Number 4, and then with Number 5 and circle your choices. Up to this point you will have used only the first line - the line with Number 1 above and Numbers 2, 3, 4, and 5, below. We like to use a transparency and expose only line one until we are certain that everyone understands this first step. If for example, you believe Number 1 is more important than Numbers 2, 4, & 5, but you believe Number 3 is more important than Number 1 your first line would look like this:

$$\frac{\textcircled{1} \quad 1 \quad \textcircled{1} \quad \textcircled{1}}{2 \quad \textcircled{3} \quad 4 \quad 5}$$

3. Now move to line 2. You will be comparing Number 2 with Numbers 3, 4, and 5. Begin by comparing Number 2 with Number 3 and circling your choice. Then compare Number 2 with Number 4, and circle your choice. Then compare Number 2 with Number 5 and circle your choice.

4. Similarly rank the numbers on line 3, then line 4.

5. When you are through ranking, by circling numbers, count the number of times each number is circled and enter those totals at the right. You will see that Number 1 is circled 3 times; Number 2 is circled 2 times, Number 3 is circled 4 times, etc.

Blank Form

TOTALS

1 1 1 1 1=_____
2 3 4 5

2 2 2 2=_____
3 4 5

3 3 3=_____
4 5

4 4=_____
5

5=_____

Completed Form

TOTALS

(1) 1 (1) (1) 1=3
2 (3) 4 5

2 (2) (2) 2=2
(3) 4 5

(3) (3) 3=4
4 5

4 4=0
(5)

5=1

6. When everyone has finished, add the number of times each number has been circled, using the totals from each participant's work sheet, and then rank the totals, as is illustrated below.

Participant A

1 (1) 1 1 1=1
(2) 3 (4) (5)

(2) 2 (2) 2=3
3 (4) 5

3 3 3=0
(4) (5)

(4) 4=4
5

5=2

Participant B

(1) (1) 1 1 1=2
2 3 (4) (5)

2 2 2 2=0
(3) (4) (5)

3 3 3=1
(4) (5)

4 4=3
(5)

5=4

Participant C

1 (1) (1) (1) (1) 1=3
(2) 3 4 5

(2) 2 2 2=2
3 (4) (5)

(3) 3 3=1
4 (5)

4 4=1
(5)

5=3

Participant D

(1) (1) (1) 1 1=3
2 3 4 (5)

2 (2) 2 2=1
(3) 4 (5)

(3) 3 3=2
4 (5)

4 4=0
(5)

5=4

Group Ranking	
Number of Times Circled	Priority
1. 9	1. 2
2. 6	2. 4
3. 4	3. 5
4. 8	4. 3
5. 13	5. 1

A WORD OF ENCOURAGEMENT:

We know that all these numbers may make Paired Weighting appear difficult. Once you have practiced it all the way through, however, we think you will be comfortable using it. It really is a very good tool for helping your group to establish priorities in a thoughtful, deliberate manner.

APPROXIMATE TIME REQUIRED:

Will vary depending on the size of the group and the number of items to be ranked; from 15 minutes to an hour.

NUMBER OF PARTICIPANTS:

5-40

The Paired Weighting form which follows can be used for as many as twenty items. Since Paired Weighting is usually used immediately after a group has generated a list you will need to have the forms ready in advance. It is very unlikely that you would want to use this technique to rank more than twenty items. This form can, of course, be used for twenty or any number less than that.

FOOTNOTES

[1]*This exercise is one of numerous examples of group processes described by the authors in their complete manuscript. The original source of the concept of "Paired Weighting" is unavailable. The authors have modified this technique and have added their personal methods of presentation, but do not claim to have originated the process.*

[2]*Bylaws of the Missouri Coalition for Alternatives to Incarceration, 1983.*

Patient Resource Volunteer Program

Denise W. Clarke

PURPOSE

The Patient Resource Volunteer Program was developed to contribute to Hartford Hospital's mission of supplying quality comprehensive patient health care. It was begun with a Pilot Project conducted May to August 1979, followed by the first training course offered in September 1979.

The Patient Resource Volunteers are supplying a humanistic approach to the individual patient and his/her family. The volunteer's prime role is that of an advocate, to listen to patients and their families, hearing and identifying their concerns, and referring the information to the appropriate hospital departments to be remedied. This program is not limited to serving only one service, one type of patient, or one segment of the hospital's patient population. The patients' and families' needs exist whether the unit is a nursing unit devoted to neurosurgery or cardiology, an intensive care unit, or an out-patient department. This program serves the entire hospital patient system.

ELIGIBILITY CRITERIA

Now in its fifth year, the program with yearly evaluations has documented its worth to patients, their families, staff and to the volunteers seeking a challenging, rewarding, one-on-one patient contact assignment, as outlined in the job description (Appendix A).

SUPPORTING DATA AND VALIDITY

Much has been written regarding patients and their families viewing only the patients' immediate medical care to be of concern to their physician and the nursing staff. Financial worries related to medical bills, family issues, job related problems, the patient's inability to cope alone at home, the lack of a supportive system, a proper recovery setting in the home, the need for an interim stay in a nursing home, are a few of the concerns patients and their families most often consider as being unrelated to the patient's hospital stay. They do not bring them to the attention of the physician or the nursing staff. If they did, all of the above problems could be addressed by one of many departments at the hospital concerned with the total well being of the patients.

In a large hospital, patient care can become fragmented and it is necessary to know the system to avail the patient and/or the patient's family of the proper sources to address their needs or remedy their problems.

PILOT PROJECT

In April 1979 the program pro-

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posal was endorsed by the Director of Nursing, Assistant Director of the hospital. The 54 bed orthopedic unit was chosen for the pilot project since orthopedic patients tend to be more demanding. They are not sick in the classic sense, but are constrained with casts and/or traction, frequently needing assistance or diversion.

Chosen to do the pilot was a perceptive volunteer, early retired from teaching, with many years of experience in dealing with people and writing reports. Her empathy, patience and sense of humor stood her in good stead with patients; and her dedication gained her the support of the nursing staff. For three months starting in May, as the volunteer worked on the unit, monthly meetings were held with the head nurse, supervisor, assistant director, director of volunteer services and the volunteer, to review areas of responsibility for the volunteers, determine volunteer qualifications and devise a job description.

TRAINING COURSE

With the job description approved by the Director of Nursing, training was designed. To gain acceptance and support of the nursing staff, Patient Resource Volunteers needed to be knowledgeable in all resources available to patients and their families in and through hospital departments, so as to correctly identify referrals for problems and concerns. Therefore, the Training Course (Appendix B) for the program covers all patient resources in the various hospital departments and many in the community. Hospital personnel were most receptive to teaching and enthusiastically lent publicity to the program.

The integrity of the program training course is maintained through seminar leaders who are experts in their fields: directors, assistant directors, department heads, clinicians and specialists. Yearly program evaluations (since May 1980) by the volunteers and staff using the program result in course modifications so that the training remains viable and effective in meeting current needs of all involved.

The first training was a three-week, 9-hour course covering home care, nursing needs, social services, ethnic cultures, gerontology, oncology, listening and communication skills, bed making and feeds. It has been expanded until it now covers 16 hours of seminars with a 2-hour tour of the hospital, familiarizing the applicants with the departments with which they will interact. Bed making was dropped as a seminar and is now covered on the individual nursing units. Seminars on dietary, speech therapy, hospice in the community, nursing unit personnel duties, and patient rehabilitation have been added.

Bi-yearly "rap sessions" with the Patient Resource Volunteers produce one advanced training course, or series, yearly to meet their needs for additional information in specified areas such as: a pharmacologist to speak on new drugs and their effects; hospice care, concept and community resources by an R.N. from the Board of the Community Hospice (this has been added to the Training Course); and an oncologist specializing in chemotherapy, death and dying, and the terminally ill patient and family. For the past two years a tour of a local rehabilitative skilled nursing facility has been arranged.

Each volunteer applicant must complete the full Training Course before a day of orientation on a nursing unit. And, prior to a placement interview, each must agree to one year's service as a Patient Resource Volunteer. They are then interviewed for placement by the staff person in charge of the nursing unit or department selected by the volunteer.

The first class was oriented by the pilot project volunteer. Subsequent classes have been oriented by Patient Resource Volunteers who received superior evaluations from their respective head nurses or department heads.

RECRUITMENT

Enrollment for the first class, September 1979, was recruited in-house from approximately 800 adult volunteers, using our volunteer newsletter, bulletin boards and selective one-on-one recruitment. Six volunteers, who were also R.N.s, formed the nucleus of a class of twelve. Designed to attract highly motivated empathetic listeners with good social skills, it was made clear at the onset that the course was open to all regardless of commitment, since it was felt the training might provide wider and more beneficial public relations for the hospital in the surrounding communities from which the volunteers came.

Subsequent classes included applicants from the Junior League, Voluntary Action Center and a college counseling center. Our best recruiters are our own Patient Resource Volunteers. Several patients served by these volunteers have expressed an interest in joining the group.

Before our first class graduated, the program was presented at the head nurses' and nursing supervisors' meetings. An article was published in the nursing newsletter, and the Patient Resource Volunteer job and training descriptions were sent to all nursing units for the Unit Procedures book.

NURSING STAFF RELATIONS

It was erroneously presumed that nursing was well informed concerning the Patient Resource Volunteer's role. Since 1942 volunteers have been running errands, restocking supplies, making beds and doing jobs that have very little patient contact. With all volunteers wearing the same uniforms, it was natural for the staff to assume the new volunteers' duties were the same. The problem was solved by giving each Patient Resource Volunteer a unique red badge, reading PATIENT VOLUNTEER, creating greater visibility. Head nurses were alerted to the badge and the need to educate staff and our problem soon disappeared.

PROGRAM DATA

Referrals and work have been documented by the Patient Resource Volunteers through a Daily Report Sheet. Reports were filed daily for eight months in 1982, January to August, and since then have been filed only for unusual requests or referrals. These reports show large numbers of patient and family referrals to:

1. Social Services - concerning nursing homes, their costs, eligibility and Title 19.
2. Social Services - for two cases of suspected elderly abuse. One involved the sale of an elderly patient's home; the other, the patient believed she had been tricked into signing a power of attorney.
3. Home Care - for help in ordering medical equipment needed in the patient's home and/or arranging for community resources such as the V.N.A., a homemakers' service, Meals on Wheels, etc.
4. Credit - for Patient Representatives (paid personnel) to assist the patients with insurance information and help in filling out insurance forms.
5. Credit Manager - for possible Free Bed Funds for indigent patients with neither insurance, welfare or funds to pay their bill, protecting their confidentiality in the process.
6. Dietary - to discuss special menu needs or wants. Registered dietician and clinician may need to confer on some requests.
7. Chaplains - for counseling.
8. Nursing, Palliative Care Team, Clinicians - for various requests.

All referrals are reported first to the staff person in charge of the department or unit. Staff is particularly appreciative of the patient problem solving through department referrals done by the Patient Re-

source Volunteers, saving the nursing staff considerable time for those patients needing more acute nursing care. The demanding patient who monopolizes nursing time when not acutely ill can be served by the volunteer, whose listening and communications training can be used to defuse the disruptive patient, thereby freeing the nurse's time for professional duties with more critical cases.

The volunteer deals with the larger needs through referrals, and personally fills the everyday needs of the patients and their families to verbalize, socialize, for support, compassion and understanding. The volunteers help patients with menu selection, write letters, bring nourishments, feed, hold hands, touch when appropriate, become involved with rehabilitative and speech therapy, encourage patients to exercise their rights to question staff and their physicians, and perform many small acts that make the patient feel cared for.

Nursing studies show that patients with emotional support do better in their recovery. Many of the acts performed by the volunteer allow contact with the patient, encouraging conversation which may lead to discussion of areas of concern for referrals.

In individual cases the volunteers are challenged by a patient with above average needs. A young male patient, victim of a motorcycle accident, was helped through his most depressing days of adjusting to a sightless future, by a very perceptive Patient Resource Volunteer helping him to focus on what he could do and not on what he could no longer do. An oncology patient, with whom a Patient Resource Volunteer had established a close rapport, turned to the volunteer in his final days to fill his need for understanding and support. His own family were unable to give him support; they were unable to accept his impending death. At the patient's request the volunteer stayed with him through two of his last three nights. Other volunteers have stayed the entire day to comfort overanxious patients going to the O.R.; or with a still-in-shock, just diagnosed oncology patient, accompanying him/her to the first radiation treatment. Two volunteers are constantly working with dialysis and kidney transplant patients - a diagnosis that carries much trauma. Two others are on the spinal cord unit dealing weekly with the depression of the para and quadraplegics. One Patient Resource Volunteer was the only person on a unit with whom an eighty year old woman patient shared her fear of men, which she disclosed went back to a childhood molestation. Shared with the physician and nursing staff, they were better able to understand her resistance and attitude toward her impending gynecological operation. There are many other cases documented in the Department of Volunteer Services.

On a nursing unit, the volunteer receives a patient briefing from the head nurse or her designee each day he/she arrives. Willingness on the part of staff to discuss patient cases with the volunteers enables the volunteers to work effectively with patients. The cardex is available to the volunteers with information on the individual patients and attendance at nursing staff report is encouraged on many units. Several of the Patient Resource volunteers start their day at 7 a.m. by attending staff report.

Not all graduates of the course elect to work on a nursing unit. Some wish to use their training in other patient areas.

SOME RESULTS

Four training courses were conducted the first year; thereafter two yearly. A total of 184 enrolled, 138 completed the course, 88 were assigned to a total of 17 nursing units. Fifty are now working in other than nursing units: Admitting, Emergency Room, Family Lounge (serving families of patients undergoing sur-

gery and families of intensive care unit patients), Visiting (volunteers visit those patients admitted during the previous 48-hour period), Pediatric Operating Room (liaison with parents), and the Pregnancy Termination Unit.

Success of the program has brought requests from two departments for similar coverage using Patient Resource Volunteers. Working with the Physical Therapy Rehabilitative Day Unit, a program was designed to utilize the volunteers with patients needing rehab services. The volunteers work with the patients, encouraging participation in exercises and/or games--methods for increasing their muscle dexterity and skill. In the Chemotherapy Out-Patient Unit the patients are in for oncology blood work and I.V.'s. Extended stays are often the case and the volunteer has several hours to listen to the patients' concerns pertaining to loss of appetite or hair and ability to cope with everyday activities. The volunteer's knowledge of hospital resources, particularly dietary counseling services for oncology and community sources, has been extremely helpful to these patients.

An additional plus is that the program is attracting a number of young women, many professionals, in their late 20's, 30's and 40's who desire and can manage challenging patient contact. We have trained and placed 26 R.N.s and one social worker. Two additional R.N.s, after taking the course, and one R.N. regaining her confidence after a year as a Patient Resource Volunteer, have gone through the hospital's R.N. Reentry Program and are currently working in the hospital. Two graduates, after their year as Patient Resource volunteers, went on to become L.P.N.'s.

FUTURE GROWTH

Continuing evaluations and rap sessions will affect training courses, Basic and Advanced, through modification as needed to remain effective and beneficial to the patients and their families.

An oncologist and a radiologist, with offices in the hospital's Oncology Center, have requested Patient Resource Volunteers to work with patients receiving radiation and/or chemotherapy treatment at the center. At the present time the center does not have the necessary private rooms to allow for the confidential nature of such work by the volunteer. Plans for the near future include redesign and expansion and the addition of small counseling rooms where patients and/or their families might meet with staff or Patient Resource Volunteers in private. This might well be the first step toward a hospital-based Outreach Hospice Volunteer Program.

CONCLUSION

The Patient Resource Volunteer Program facilitates and helps to assure the hospital's patients of quality comprehensive health care delivery, especially by uncovering problems and concerns of patients and their families, with resultant referrals of those problems or concerns to the proper departments for remedial help. The program has proven to be a creative use of volunteers in meeting a vital need for patient communication within the hospital's framework.

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The author wishes to acknowledge Doris Armstrong, Assistant Director and Director of Nursing, Hartford Hospital, and Robert S. Martin, M.D., Medical Oncologist for their support and encouragement in the planning and implementation of this program. The author also wishes to acknowledge Peter Schauer, M.D. and Kurt Parkum, Ph.D. for their timely correspondence.

APPENDIX A

HARTFORD HOSPITAL

PATIENT RESOURCE VOLUNTEER

JOB DESCRIPTION

VOLUNTEER QUALIFICATIONS:

1. Desire for a challenging, creative, responsible, one on one patient contact position.
2. Empathetic listener (compassion for others).
3. Relate well to people (sensitive to moods and needs).
4. Confidentiality.
5. Ability to work well with others.
6. Able to attend a four week training course. See attached "Training Seminars" sheet for course content.

VOLUNTEER'S SIGNIFICANCE/VALUE:

1. To meet patient's non-medical and social needs (emotional support for patient and family).
2. Give nursing staff an additional resource to utilize with patient care.
3. Help to free nurses for quality care.
4. Contribute to the caring atmosphere of Hartford Hospital.
5. Identify needs and aid in problem solving by referring to the proper professionals or departments.
6. Personal growth and satisfaction of volunteer.

VOLUNTEER RESPONSIBILITIES:

1. Check for special requests by nursing staff.
2. Check NPO lists so that no food or liquids are given to these patients.
3. Check patient trays, to assist with feeding or whatever help may be necessary.
4. Feed patients who may need help (encourage while feeding).
5. Make out menu sheets where needed.
6. Assist with personal hygiene (bathing, hair, etc.).
7. Visit patients and chat with them (Head nurse may tell you who is lonely, depressed, anxious, etc.).
8. For patients who need fluids forced, get ginger ale, juice, ice water, etc. from kitchen on floor. Report to nurse on what patient drank.
9. Offer to write letters, make phone calls, perk up flowers, etc.
10. Go to store for patient with special needs.
11. Straighten room.
12. Make beds where needed. Note type of bed requested, i.e. occupied, unoccupied, post-op.
13. Try to obtain answers for patients' questions, and/or concerns.
14. DO NOT give advice, refer to Head Nurse.
15. BE ATTENTIVE TO:
    Unspoken needs and anxieties.
    Need for special services i.e. Chaplain, Discharge Planning, etc...
    Little touches to make stay more comfortable.
    Fearful or apprehensive family members.
    The feelings of those with whom you work--patients and staff.

APPENDIX B

HARTFORD HOSPITAL

PATIENT RESOURCE VOLUNTEER

TRAINING SEMINARS

TRAINING

1. Four - 3-1/2 hour seminars over a period of four weeks, conducted by department heads, assistant directors, clinicians, and specialists - all experts in their area. Seminars are designed to acquaint trainees with all resources for patients and their families available in or through the departments of Hartford Hospital. They cover:

a) Course Introduction - Director of Volunteer Services - history and supporting data for need of program.
b) Nursing needs - Assistant Director of Nursing - nursing today, its changes and a look to the future, a partnership with the Patient Resource Volunteer.
c) Social Service - Director of Social Services - nursing home, costs, eligibility, Title 19, institutional transfers, elderly abuse, sexual abuse.
d) Home Care - Director of Home Care - arrangements for the patient's recovery at home; hospital equipment purchase or rental, V.N.A., Meals on Wheels, Homemaker's Services.
e) Oncology - Oncology Nurse Clinician, Hartford Hospital's Palliative Care Team - the illness, patients' and family needs for support.
f) Hospice Care - Oncology Nurse Clinician serving on the Board of Community Hospice of Greater Hartford - Community resources and the role of the volunteer.
g) Geriatrics - Assistant Director of Nursing - the special needs of the elderly patient. A.H.A. film "What Do You See" - a sensitive portrayal of an elderly hospitalized patient.
h) Nursing Unit Personnel - Staff Development Specialist - nursing duties and responsibilities of the R.N., S.N., L.P.N., and aide - Team nursing.
i) Dietary - Chief Clinical Dietician - The medical dietary needs of patients and patient satisfaction.
j) Speech Therapy - Speech Pathologist - how to work with the asphasic patient - brain damaged-Tumor, stroke, accident.
k) Listening and Communication Skills - Staff Development Instructor, R.N., M.A. in Communications.
l) Ethnic Differences - Employee Development Specialist - Hispanic culture.
m) Panel Discussion - Patient Resource Volunteers - relating their personal experiences, problem solving and referrals.

All speakers serve as constant referral resources for the Patient Resource Volunteers.

2. A two hour general hospital orientation and tour for all new volunteers.

3. One day of orientation to a nursing unit or department by a Patient Resource Volunteer Trainer.

A commitment of one year, once a week, is asked of every Patient Resource Volunteer applicant.

Assignment is done through a placement interview with the staff person in charge of the nursing unit or department of the volunteer's choice.

Recommended hours for a nursing unit - 8:30 am - 1 pm to assist with feeding patients if needed.

Hours for other departments arranged individually.

One advanced seminar is arranged yearly, based on Patient Resource Volunteer requests from bi-yearly rap sessions shared with the Director of Volunteer Services.

The Patient Resource Volunteers maintain their own support group(s) to share experiences and give support on an ongoing but unscheduled basis.

The Director of Volunteer Services is the principal support person for the Patient Resource Volunteer Services.

Letters

Dear Editor:

Congratulations on an absolutely outstanding and thought provoking Summer 1984 Journal. I read it cover to cover and found something pertinent and stimulating in every article.

Accepting your invitation to respond to the Saxon and Sawyer article, "A Systematic Approach for Volunteer Assignment and Retention," I suggest that a skillful Volunteer Coordinator can achieve very positive results through an in-depth and sensitive intake interview to meet the desired goals of matching the volunteer's skills and abilities with volunteer jobs, relating the assignment to the volunteer's established work values and meeting the volunteer's personal needs and interests. There may be a few specified situations that would call for using the DOT, GOE and SCO but my observation is in the vast majority of cases, they would not be expedient or necessary tools.

In reference to Graff's "The Role of Volunteers During a Strike," I would add the experience of Marin County's Civic Center Volunteers, which was started coincidentally within a month of the County's first strike. By having volunteers honor the strike, we dispelled many fears of volunteers replacing paid workers and helped insure an on-going collaborative relationship between the unions and the volunteers. Our volunteers were not in direct service/patient care situations, but worked primarily in offices.

Sincerely,

JOAN BROWN, Coordinator
Civic Center Volunteers
San Rafael, California

Dear Editor:

I have great pleasure in enclosing a copy of the information you suggested might be appropriate for the Fall 1984 issue of The Journal. The article describes generally and occasionally specifically the work of NCVO within the overall context of the voluntary sector. I hope you can make use of it!

Given the presence of our library--the largest collection in the country--we have a ready-made opportunity to circulate The Journal throughout the organisation. Also, we would gladly receive full details and information about your conference which would be of particular interest to NCVO's International Affairs department.

Can I conclude by saying how grateful I am to your interest shown in NCVO! I look forward to receiving the next issue of The Journal shortly.

With best wishes,

Nick Tester, Press & Publicity Officer
National Council for Voluntary Organizations
London, England

Ed. Note: The following is the information sent by Mr. Tester.

NCVO--HELPING THE HELPERS

Britain's long tradition of independent voluntary effort has come a long way since the last century when it was the soup kitchen queues which typified the caring approach pioneered by charities. Today, the voluntary sector is big business. In pure cash terms the 150,000 or so charities and voluntary organisations who

are active in virtually every personal, social, environmental and recreational area share an annual income in excess of some L7 billion. In human terms voluntary work consumes above 13 million hours each week with one adult in ten, about three million people, taking part in voluntary action of some kind or another.

All this adds up to a lot of caring. To be effective, voluntary organisations need to know at first hand details of government policy. Organisations need to be sure of each others plans, especially if they are to speak with one voice when attempting to influence decisions and to react consistently when responding to legislation and the introduction of new social ideas. Because they are independent and largely free of statutory shackles, voluntary organisations need guidance from sources other than government. And often they have to be encouraged to adopt new actions and pursue different directions if the needs of the less fortunate, for example, are to be tackled.

Put bluntly, voluntary action and the organisations beneath this mantle require three things: protection and prepresentation; information; and promotion. So, who cares for the carers?

The National Council for Voluntary Organisations (NCVO) is the main representative, advisory and development agency in England for independent voluntary action. It is a registered charity itself with a membership of hundreds of major national voluntary organisations and charities and local community groups. NCVO's clients, unlike those of its members, are not 'people in need' as such but voluntary organisations. Therefore, NCVO does not enlist the efforts of volunteers to take part in programmes of action but clears the way forward for more and better volunteering to be possible.

Most members are brought together at NCVO in networks representing common interests like personal and family services, or health and handicaps. Membership groups help to keep various voluntary organisations in touch with each other. They also enable British organisations to share experiences with overseas counterparts and thus develop a truly international dimension to their work by being part of NCVO's links with voluntary effort in other countries.

Given the presence of interest groups, NCVO is able to filter varied, and often complex, government statements through to the voluntary sector. It is also in a strong position to speak on behalf of the sector when seeking to contribute to government's own decision making processes.

A second role for NCVO is to provide professional advisory services to voluntary organisations. These range from general information--the NCVO Library contains more than 10,000 books, pamphlets and journals relevant to voluntary organisations, the largest collection in the UK--to more specific advice giving on fundraising, publicity, publishing, management and legal matters. Like any other business venture voluntary organisations need to be kept up to date on the vast range of statistics, policy documents and decisions affecting their work in the all-embracing world of social action.

Thirdly, NCVO seeks to extend the scope of voluntary action in new areas. Recent emphasis has been placed on supporting more ethnic minority groups and a rule change governing membership to NCVO has been widely seen as a strong step in the right direction.

One barrier to this drive to encourage sustained social action is Britain's ailing charity laws. Since charitable status can bring enormous tax benefits to voluntary organisa-

tions, NCVO has developed a campaign to bring about changes in charity law whereby organisations involved in human rights and unemployment are no longer excluded from the law. This recommendation has been made in the belief that human rights, for example, should not be viewed as a political activity--something which currently acts against organisations applying for charitable status.

One of NCVO's most successful methods of introducing new projects is to establish special units within the organisation to do the job. In time many of these units become self-sufficient to operate on their own with NCVO support from time to time. Examples of fully-fledged organisations created by NCVO include Age Concern and the National Association of Citizens' Advice Bureaux.

Another, more recent and from an American point of view more close at home, organisation is United Funds. This has just established local community funds in several parts of England which allow people at work a chance to give regular tax-free support to the charities of their own choice. It was the overall success of the scheme in the United States which persuaded NCVO Chairman Mr. Peter Jay to take the concept back to Britain when returning from Washington as British Ambassador in the late '70s. Now the community funds initiative in England has been boosted by a recent government announcement to allow its half a million civil servants to contribute in the scheme. This step alone provides a sharp insight into the extent of pressure brought to bear on the government by NCVO working on behalf of the voluntary sector as a whole.

For more information, contact:

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