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The present editorial policy of VOLUNTEER ADMINISTRATION is to publish articles dealing with practical concerns, philosophical issues, and significant applicable research. The Journal encourages administrators of volunteer programs and volunteers themselves to write from their experience, knowledge and study of the work in which they are engaged. VOLUNTEER ADMINISTRATION is a forum for the exchange of ideas and the sharing of knowledge and information among those in the voluntary sector: administrators, board members, volunteers in social service and social action, citizen participants in the public sector, and members of voluntary organizations.

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### An Explanation...

Readers may remember that the Fall 1979 issue contained a survey questionnaire on "The Educational Needs of Administrators of Volunteer Services." Sixty-three persons responded to that survey and Volunteer Administration wishes to extend thanks for their participation. It had been originally planned to publish the results of the survey in article form. However, the number of respondents seemed insufficient for a proper sample and the raw data was not statistically meaningful. Therefore the Editors have decided not to print the data in the journal. Respondents may be assured that the data was indeed used by both the AVA Certification Committee and the Educational Endorsement Reviewers, as a basis for several procedural decisions. Our apologies for promising an article and not delivering...but our assurances that future surveys will yield more useful results!

On the positive side, however, it seems as though more and more colleagues are conducting surveys and other research to increase our understanding of volunteerism. Two such thought-provoking studies are presented here. They are different in focus but both begin to explore some of the assumptions our field has accepted for too long without objective supporting data.

Volunteer Administration encourages readers to submit articles about other research projects (local as well as national), and about the many excellent program models and techniques operating in every region of our country. Guidelines for submitting manuscripts appear on the last page of the journal.

# *Results of a National Survey of Recruitment and Motivation Techniques*

*By Nan H. Smith and Gregory T. Berns*

## Introduction

The Office of Volunteer Services, North Carolina Department of Human Resources, provides human service agencies with technical assistance in organizing, implementing, and maintaining volunteer programs. Included in these agencies are ones that serve persons with developmental disabilities. It came to the attention of the office through several volunteer administrators in the state's mental retardation and psychiatric hospitals that recruiting and motivating volunteers to work with persons with disabilities is no easy task. With the move toward deinstitutionalization, this task will be even more difficult as only the more severely handicapped individuals will eventually be treated by our institutions.

In becoming aware of these concerns in North Carolina, the idea of a national survey to find out what other programs were doing seemed appropriate. It was hoped that after completing the survey, the results would show a "state of the art" in volunteerism. The survey was to cover everything from what volunteers were doing and where they could be found, through supervision and recognition methods. The purpose, in summary, was to find out how to recruit and motivate volunteers working with persons with disabilities.

## Method

The first step in the process was to acquire a mailing list from each state. This was achieved by writing to each state's equivalent of North Carolina's Mental Health, Mental Retardation and Substance Abuse

Division and explaining the purpose of the survey. In return, mailing lists from 36 of the 50 states were received. The agencies represented on these lists along with national organizations, such as the Easter Seal Society, United Cerebral Palsy, Girl Scouts, Boy Scouts, and the March of Dimes, comprised the largest population for the survey.

In all, 900 survey forms were sent out with a cover letter explaining what needed to be done and asking each agency to share the form with other appropriate agencies. As a result, 300 responses were received. Of these, 281 or 95% were tabulated (the other 19 either had no volunteer program or came back incomplete). Although only 36 states were on the mailing list, responses were received from 45 states; this was due to the agencies sharing the forms and national organizations sending forms to local chapters in all 50 states.

The questions were such that a narrative answer was required. This enabled the respondent to have a great deal of freedom in answering and also eliminated biases that might have appeared on a checklist-type form. A summary of the survey questions is shown as Appendix 1.

As the surveys were received, they were grouped according to the type of program and the more numerous types were then grouped according to size. The groups were state schools, state institutions (psychiatric hospitals and mental retardation centers), national organizations, group homes, nursing homes, social service agencies, mental health centers, developmental centers (non-residential), Good Will agencies, and general developmental disability programs (varied).

As a result of the narrative style of response to the survey questions, the tabulation of the forms was at best a difficult task. Responses to each question were recorded during the first reading of the surveys. Then most frequently cited answers were tabulated. This information is the basis for the findings presented in the report.

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## Findings

### Volunteer Staff

It was important to find out whether a program had a full-time, part-time or no volunteer coordinator, as that fact would affect the perspective of all other responses. For example, a program with a part-time coordinator may have different methods of recruitment or different problems than a program with a full-time coordinator.

It was found that 63% of programs responding had a full-time coordinator. Programs with part-time coordinators made up 18% of the responses and 17% had no coordinator.

The section of the questionnaire that seemed most affected by the presence or absence of a volunteer coordinator was the problem portion. The programs without a volunteer coordinator cited this lack as a problem itself. The respondents found that an absence of volunteer services staff created difficulties in carrying on the different components of the program (such as recruitment) due to the fact that these responsibilities fell on staff with other jobs and with little extra time.

Expectations concerning the "service-life" of a given volunteer varies greatly among volunteer administrators. The ideal situation for volunteer programs might include training a set number of volunteers and placing them on the job, and having them involved for at least one year. It was important to find out if this ideal was realistic, especially in work with clients who may not respond to volunteer efforts.

The findings from the survey indicate that few programs have very many long-term volunteers, for example, volunteers who work regularly for six months or more. It was found that almost 60% of the programs described less than half of their volunteers as long-term. In the survey, 16% stated that from 55% to 80% of their volunteers were long-term, and 8% stated that over 80% of their volunteers were long-term.

It should be noted that 70% of those programs which had 85% or higher long-term involvement were programs where there was no direct client contact involved in the volunteer activities. The activities associated with these programs included fund-raising and clerical activities. This is significant in revealing the amount of time to expect volunteers to remain involved in direct client care.

The survey revealed two frequently cited responses for a realistic time frame for volunteer involvement: six months and twelve months. There were an equal number of

responses for each, and the responses did not vary significantly according to program type. However, the "service-life" of a volunteer is affected by a number of different factors. For example, a volunteer might be expected to stay twelve months if rewards are built into the job. On the other hand, volunteers working with persons with severe disabilities may not receive the immediate satisfaction of seeing results from their work and may, therefore, stay a relatively short time.

### Volunteer Activities

One finding from the survey is that volunteers appear to be involved in similar types of activities regardless of the kind of program they work in. Volunteers from nine of the thirteen types of programs responding to the survey listed recreation/entertainment as either the most frequent or second most frequent type of service they performed as volunteers. Volunteers from ten of the thirteen program types listed working on a one-to-one basis with clients as the most frequent or second most frequent modality of service. Less frequent types of services in which volunteers were engaged included clerical, religious, transportation and fund-raising activities.

Volunteers were involved in some very innovative activities, such as dental hygiene, cosmetology and psychological testing, but these did not appear frequently enough to be significant.

Many respondents stated that they did not have volunteers, only "board members." These persons were not considered volunteers, even though they donated their time in an advisory capacity and represented in some programs as many as 40 individuals. The concept that board members are not volunteers should not be supported because it may prevent the application of sound volunteer administrative practices (in such areas as recruitment and recognition, for example) to this component of the overall program.

### Volunteer Recruitment

Trends in the spectrum of people volunteering are changing as more people return to the work force. It is important to know where to find volunteers successfully. Asked from where they recruited their volunteers, 63% of respondents of the survey identified volunteer organizations, including civic groups and Voluntary Action Centers. Other significant findings were: 54% recruited from high schools and colleges; 52% recruited from the general community (individuals); and 33% recruited from churches.

It is interesting to note that 9% of all respondents specified that Voluntary Action Centers were very successful recruiters.

Other innovative ideas for places to recruit included prisons, state court systems, and group homes for the mentally retarded. Often these programs are overlooked as potential sources of volunteers. This indicates that we need to broaden our scope and be creative in planning volunteer recruitment.

In current volunteer literature, word-of-mouth has been suggested as the best form of recruitment. This was reinforced by the results of the survey. Of the respondents, 45% listed word-of-mouth as the best method of recruitment.

It is interesting to note that 24% of all respondents felt that a satisfied volunteer was the best method of recruitment. This may be an area overlooked by many programs. Particularly in programs where a person may feel uneasy about starting a volunteer job, an experienced volunteer can often ease the situation and sell the program for the agency. This could also be important in volunteers helping to train new volunteers. Use of the media to recruit volunteers was listed as the best recruitment method by 22% of the respondents.

#### Orientation, Training and Supervision

The orientation, training and supervision volunteers receive affects their performance on the job and the length of their service. While all respondents recognized the need for and provided an orientation of new volunteers, less than half cited any specific training they made available to the volunteer. Of the respondents, 27% stated that their program offered training prior to the volunteer beginning work and 24% offered on-the-job training.

Supervision of the volunteer, however, was available in most programs, and in 79% of the cases was given by the staff person with whom the volunteer worked most closely. Of the respondents, 10% indicated that the volunteer coordinator provided supervision to all volunteers in the program, while 6% of the respondents stated that no supervision of any kind was offered.

Evaluation of volunteers as part of the supervisory process was included by 44% of the survey respondents. This was an encouraging finding, since not only is evaluation important to volunteers, it is important to the overall evaluation of the volunteer program. Evaluation of volunteers can give clues as to whether training has been adequate and whether the volunteer has become an integral part of the service the agency provides. Also, volunteer work in many states is now considered equivalent on an hour-for-hour basis to paid employment as work experience which can be submitted on job applications. This adds further importance

to the evaluating of volunteer performance since volunteer administrators become job references for many volunteers.

#### Volunteer Motivation and Recognition

Respondents from eleven of the thirteen types of programs surveyed most often listed a meaningful job as the most important motivating factor of volunteers (47%). Volunteers who perceive their work as meaningful appear to be more satisfied with their work and are more likely to remain longer in the program's service. The volunteer's personal interest in a client's disability was also mentioned frequently (26%) as motivating certain volunteers. The survey respondents likewise placed emphasis on the importance of maintaining good staff rapport with volunteers (20%). Thus, training staff in how to work with volunteers may provide a basis for successful volunteer experiences.

Recognition is also a part of motivation for volunteers, and methods of recognizing volunteers played an important part in volunteer retention for respondents. Pins and certificates as recognition were used in 55% of the programs. In the survey, 33% also sponsored an annual event; 29% sponsored teas, dinners or receptions; 16% used informal thank-you's; and 13% sent out letters. Some programs used all or any combination of these activities. Some innovative ideas were brought out on several surveys, such as letting the clients do all recognition activities, and securing movie or special event tickets at a discount rate for volunteers. Here, too, it is important to be creative and find ways to recognize volunteers meaningfully.

#### Problems Experienced by Volunteer Programs

Respondents were asked to list specific problems they had encountered as they administered their programs. Staff resistance to volunteers was the most frequent problem identified by respondents in almost half of the program types. Respondents also frequently mentioned that their volunteers were undependable. Other responses included the absence of a volunteer coordinator and the state of the economy which is forcing many potential volunteers back into the paid work force. Of the respondents, 9% also cited the rising cost of gas as a cause of declining numbers of people able to volunteer.

#### Summary

Although all the findings of the survey relate to the entirety of a volunteer program, and are thus intertwined, it appears that the motivation factor is the key to maintaining a strong volunteer program. When the motivating factor has been identified, then the volunteer administrator knows how to plan for and imple-

ment volunteer involvement. Volunteers are most often motivated, according to the survey findings, by a meaningful job and special interest in a client's disability. Therefore, we need to develop sound, challenging job descriptions and recruit realistically, remembering that not everyone can or will be interested in working with special clients. This is not to say that someone without previous experience cannot volunteer. Students need to gain experience, for example. But for long-term involvement and quick placement, the person with previous knowledge of or interest in the disability proves to be

more successful. For those wishing to volunteer with no special interests or previous work, training must be provided at extra lengths to prepare the volunteer for what to expect. The findings also suggest that training staff to more effectively relate to volunteers will enhance the volunteer's experience and the volunteer program.

It is not a new concept to volunteerism, but it bears repeating: if motivating factors are identified and built in, the job becomes meaningful and the involvement a success.

#### APPENDIX 1

The following are the short-answer and narrative questions asked in the survey:

1. Agency: type of client served; ages of clients served; size of program (number of staff, number of clients).
2. Volunteer Program: number of full-time coordinators, part-time, or none; number of volunteers per year. Of this number, how many are long-term volunteers (volunteers who work on an ongoing and regular basis for 6 months or more)?
3. List volunteer activities.
4. From where are volunteers recruited?
5. What seems to be the best method(s) of recruitment?
6. What is included in the volunteer's orientation program?
7. What is included in the training program?
8. Describe the supervision volunteers receive (Who supervises? How often are volunteers evaluated?).
9. What seems to motivate volunteers to remain with your agency?
10. What forms of recognition do you use?
11. What problems have you encountered with your volunteer program?
12. What do you think is a realistic amount of time to expect volunteers to continue to work with persons who have severe disabilities? \_\_\_\_ months.



# Volunteer Administration as a Career

By *Connie Skillingstad, CAVS*

The past fifteen years have seen the beginning of the profession of volunteer administration. During this time, a heretofore unknown professional field has emerged into a full-blown career opportunity with degree programs, various associations, and a growing body of literature. Much has been written about the skills and knowledge required of an effective Volunteer Administrator, but discussion about such things as salary and position in any agency have only just begun. Volunteer administrators requesting a pay raise may do so apologetically because they have no supporting data and because they are in the business of asking others to do something for nothing. I would propose that an effective volunteer administrator brings a broader base of knowledge and skill to an organization than most realize. How can professionals in this field convince their administrators that such is the case? How can volunteer administrators raise the profession in the sight of other professionals with whom they work?

The following article is not an exercise in demonstrating cost effectiveness. It is a brief look at the profession of volunteer administration with all its titles, lines of reportability, and status or lack of it. In preparation for writing this article the author conducted a limited survey to gather data to use in assessing the profession and in evaluating some hypotheses. Admittedly, the survey lacks some essential components which would make it statistically significant and truly random, but it provides some infor-

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mation about the profession. It may also provide some data for an ambitious volunteer administrator who is looking out for his or her career development and for an opportunity to make a career out of directing or supporting volunteer programs.

The survey questionnaire was given to Minnesotans and others at the National Conference of Volunteerism in Minneapolis in October, 1980 and also mailed to members of the Minnesota Association of Volunteer Directors who did not attend the conference.<sup>1</sup> This immediately skews the results in the direction of those persons who have already made a specific commitment to professional development through attending a conference or joining a professional organization. This also means that those who had an opportunity to participate in the survey were those having some support already identified from supervisors or agency administrators, while not even reaching those who did not come to the conference or are not association members (and may not even know that such opportunities exist). Hopefully, the survey results will have a wide enough distribution to allow such persons to make some use of them, however.

As it did require some volition on the part of persons receiving the survey, the results are, of course, limited to those who voluntarily completed the form. The interest and support expressed by respondents and the many requests for the results encouraged the author in this endeavor, providing convincing evidence that there is a real need for definitive information about the field.

Many issues were considered in developing the survey tool and many pieces of information were gathered which will not be covered in this analysis. The raw data is available and interested persons may inquire if they wish.<sup>2</sup> The following areas of concern are dealt with here:

## 1) Title and Reportability

There has been much discussion about what persons in the field should be called and

whether it makes a difference in salary and lines of reportability. Also, do different types of settings make a difference when considering title? How many people report to an executive director and how many to other staff? What are the possible implications of our positions in the agency's hierarchy?

2) Size of Community

Does the size of the community in which volunteer administrators work affect such things as salary range, type of program, and how often they are asked to fulfill two jobs (with varied responsibilities)?

3) Length of Time in the Field and in Present Position

What kind of longevity is there in the field? Is it truly only a transition to another field, or can it be a long-range career? What impact do such things as size of community and salary have in length of stay in the field?

4) Dual Responsibilities

How many volunteer administrators work full time at coordinating volunteer activities and how many have multiple responsibilities or are expected to manage a program while also filling another position?

5) Size of Program

Is there a correlation between the size of a program (in numbers of volunteers) and status or salary? How many administrators of volunteers work alone? And what does this mean when considering need for opportunities to share what we develop?

6) Budget

Does the position administer a separate budget? Is this affected by the size of the program or setting? What other factors affect such a responsibility?

7) Salary

How much do those in the profession get paid? What difference in pay is there among settings and titles? Do agencies have a salary scale and classification system? What might be the impact of this on the future?

8) Education

Finally, how educated are volunteer administrators? What implications does this have for educational programs

designed for volunteer administrators? Does it impact recruiting of others into this fast-growing field?

There are many questions to be answered when exploring the profession and its future. This article provides some indications of many things, primarily food for thought, and some beginnings for future research of a more scientific type by someone with more patience and time.

A total of 110 surveys were completed and serve as the basis for the study. This represented 102 paid and 8 volunteer persons. A total of 84 were Minnesotans; 24 were from other states entirely, and 2 had a combined Minnesota/Wisconsin territory. These 110 people carried 33 different titles: "Volunteer Coordinator" accounted for 34 of the participants, while "Volunteer Director" was the title of 25 others; 19 were "Executive Directors" or "Chief Executive Officers" of their agency. There were many unique titles represented and each addressed some aspect of the field (see Appendix 1).

The following summaries are organized in the order presented earlier. The conclusions of the data will be presented along with some subjective interpretation.

1) Title and Reportability

There have long been sentiments about the importance of title in determining the status commanded by a person in a particular position. In volunteer administration the coveted title has been "Volunteer Director" or "Director of Volunteers." The feeling seems to be that people will show more deference to the expertise of someone called "Director." (It should be noted that no participant in the survey reported a title of "Volunteer Administrator.")

The data on this issue has been divided into two areas, that of salary and of reportability. The various titles were divided into four groups: Volunteer Director, Volunteer Coordinator, Director (of an agency), and other titles. The volunteers listed did not offer a special title for themselves. Salaries for each category were found not to have a great deal of variation as indicated in the following chart. However, it should be noted that the lowest paid group of administrators were those with the title of Volunteer Director.

Salary by Title

Title	Number in Category	Ave. Annual Salary
Volunteer Director	26	\$14,744
Volunteer Coordinator	39	\$15,497
Director (usually VAC)	20	\$15,714
Other	17	\$15,323
Volunteers	7	---
VISTA volunteer	1	\$ 3,600

It is significant to note here that persons with the designated title of Volunteer Director were generally found in hospital and nursing home settings, which have been shown to have a generally lower salary range. This is especially true of nursing homes.

There is no indication from the data that lines of reportability are closer to the top for any particular group with the exception of the Directors who generally reported to the board or president of the organization.

While 48 persons reported to an executive director (a relationship generally seen as most desirable from the standpoint of decision making); and 18 reported to a board, president or national organization; 38 reported to someone other than the highest level. An additional 4 reported to someone in the volunteer program and 2 were not designated. For those reporting to the highest level, the average salary was \$15,042; for those reporting to someone at a lower level, it was \$17,117. Those who reported to another volunteer program person averaged \$15,375. Persons who reported to a board or president (usually a Director position) averaged \$14,246. Although the survey did not ask the size of agency, the data seems to indicate that those persons employed in larger organizations tend to be paid more, while not at the higher levels in the hierarchy.

Author's Note:

[It is important to be concerned about lines of reportability, particularly because it is top management which sets policy and the farther you move from such decision making, the less impact you can have on the decisions which affect your program and budgeting for it. It seems as though the farther one moves up the levels of responsibility, or at least in responsibility, salaries go down. This may reflect the size of agency, the type of organization, or simply the level of commitment to volunteer programming that is shown by administrators and boards.

In summary, the data would seem to indicate that if a person wishes to move into positions of greater responsibility, accountability or decision-making authority, and yet remain in volunteer administration, it may be necessary to accept a reduction in salary to do so. But the data also indicates that such options do exist.]

2) Size of the Community

The survey asked for information about the size of community in which the person worked.

These responses were grouped into the following relative population sizes:

- A. Under 10,000
- B. 10,000-25,000
- C. 25,000-50,000
- D. 50,000-100,000
- E. Over 100,000

The results were organized into the following table to indicate the numbers and salary ranges of the respondents.

Size of Community	Number of Respondents	Average Salary
Under 10,000	8	\$12,739
10,000-25,000	15	\$14,133
25,000-50,000	16	\$13,899
50,000-100,000	11	\$16,395
Over 100,000	40	\$15,925
No size indicated	8	\$14,464

Although to some extent one might conclude that the larger the community, the higher the salary; one could also conclude that there is not a significant difference. Within the larger communities there was a greater diversity of agencies represented, while in smaller communities there were generally social service, hospital, and nursing home programs. Although volunteer administrators in nursing homes seemed to have more dual responsibilities (such as Volunteer Coordinator/Activity Director), there did not seem to be any correlation between multiple responsibilities and size of the community.

3) Length of Time in the Field and Position

It has been difficult to measure whether people remain interested in volunteer administration as a career or not. People often move in and out of the field within a short time, in part because the position in most agencies is not connected to any career ladder. Volunteer administrators are one-of-a-kind in all but a very few of the largest agencies, which causes many to move out of the field into higher level positions.

Participants were asked to indicate both the length of time they had been in their current positions and the length of time they had been in volunteer administration as a field. The results are indicated below.

Length of Time...	In Position	In Field
Less than 1 year	21	16
1 - 3 years	38	28
3 - 5 years	14	21
6 - 10 years	13	18
More than 10 years	9	12

Author's Note:

[The survey seems to indicate that a sizeable percentage of people, at least of those surveyed, have been in the field (40%) have been in the field and in their present positions (43.3%) for three years or less. This might simply reflect the fact that volunteer administration is a young profession, or it may have greater significance and bear out a concern that the turnover is very high indeed. Since approximately one third have been in the field for more than 5 years, it might also reflect a general trend toward mobility which may be seen in other fields as well. Obviously some movement is healthy for a profession; however, if there is, in fact, a high turnover in the field, it would seem that it warrants a closer look.]

4) Dual or Multi-Job Responsibilities

There has long been recognition that volunteer administration is often the catch-all position for those functions for which no one else is responsible. This is frequently appealing as a means of acquiring broader experience but also creates some "schizophrenia" as one tries to juggle the many responsibilities thrust upon or assumed by the "helpful" volunteer administrator. The survey indicated that not only was this true within unified jobs, it was also true that job titles were split between responsibilities.

Of the persons surveyed, 72.5% worked full-time, 7.3% three-quarters time, 1% 4/5 time, 9.2% half-time, 2.8% 3/5 time, and 1.8% worked less than 1/2 time. The salaries for those who worked less than full time were converted into full-time figures for purposes of analysis. This may have skewed the salaries toward the lower end, because there was a definitely lower average for part-time people when put on a full-time scale.

Author's Note:

[When a position is split, part must suffer, and in many cases it is the volunteer program. There must be recognition that split jobs are less effective and that managing a volunteer program requires a volunteer administrator who does not need to be a jack-of-all-trades...attractive as that may be for some volunteer administrators or agencies. However, an obvious argument in favor of a diversified job is that it truly does provide the opportunity to grow and develop marketable skills in areas as different as trainer, personnel director, public relations expert, community development specialist, and so on.]

5) Size of Program

In number of volunteers the following

general statistics emerged:

Number of Volunteers in Program	Number of Respondents	%
Less than 50	20	18.8
50 - 100	28	26.4
100 - 200	15	14.2
200 and over	43	40.6

The number of volunteers appears to bear little relationship to any of the other factors. Initially it seemed as though length of time in program would be a factor, but this was also less significant as more data was examined. Salary level also did not show a definite relationship to size of program nor did setting, although setting may have a higher relationship than anything.

Author's Note:

[Hopefully, as there are opportunities to demonstrate our credibility as professionals, less attention will be paid to the number of volunteers in a program and a great deal more will be paid to the quality of work volunteers are doing. As we grow in professionalism, we must continue to develop more legitimate criteria for assessing the impact of programs on service delivery in terms of service units or some other usable measure.]

6) Size of Program Staff and Budgets

Are volunteer administrators loners, unique in their professions within their organizations? Do agencies give volunteer administrators a budget over which they have control? Obviously different agencies use different budgeting procedures which impact the possibility of a controllable budget specific to the volunteer program.

The survey indicates that less than one-half of the respondents have a separate budget with which to conduct recognition, recruitment, program development, promotion, and so on. This was a difficult question to tabulate because people understood it differently; when an agency director responded, it was frequently with the budget for the entire organization. Therefore, no conclusions could be drawn from the data. However, it is necessary to reiterate that it is essential to have some funds identified to develop programs if they are to succeed. There is need for money for some kind of reimbursements as well.

Volunteer Program Staff					
Self Only	2	3	4	5	More than 5
46	16	18	14	5	6
43.8%	15.2%	17%	13.2%	4.7%	5.7%

As one can see from the previous table, the majority of those responding to the survey

have at least one other person within their office. Because of the wording of the question, it is possible that even those answering "one staff," did have some clerical support and should have been tabulated in the 2 column. Frequently the support was a clerical person and often a number of volunteers.

Author's Note:

[There is a need, given a 59% answer to 2 or less staff, for professional organizations to bring volunteer administrators together to discuss common concerns and learn from one another and from the experts. We must continue to share in any way possible to help the profession grow and mature. Through pooling the knowledge and research base available, the professional body of knowledge that truly makes a profession can be developed.]

8) Salaries and Settings

The volunteer administrators in the survey represented the following settings:

Type of Setting	Number of Respondents	Average Salary
Public Social Serv.	12	\$16,640
Private Social Serv.	21	\$12,550
Undifferentiated Social Services	11	\$13,308
Hospital:		
Acute	13	\$15,993
Psychiatric (state)	5	\$15,668
Nursing Homes	12	\$10,076
Corrections	4	\$17,403
Arts	3	\$17,400
Education	10	\$17,340
VAC	9	\$13,560

Since some of the average salaries represented a small sampling, one cannot generalize to a population. However, this does give a sense of where the differences lie. One can see that nursing homes and private social services (which represented a large number of grass roots organizations) do not, and possibly cannot, pay their people at a level commensurate with other settings.

Author's Note:

[Since this profession is largely composed of women, and women have been generally identified in research as less well paid, we can conclude that our salaries are quite competitive with other related professions. Less than one-half of the respondents even have an identified pay scale (48-yes; 56-no). This would be an interesting statistic to observe as a sign of the development of the profession and of the organizations which

have volunteer administrators on staff.]

9) Level of Education

Volunteer administrators are on the whole well-educated individuals. This would seem to have some impact on the kinds of training they are being offered. Graduate programs would seem more attractive to many than undergraduate programs; however, recruitment of new people into the profession will come from undergraduate and re-entry programs offering credentialling of life experience, so the profession needs to support the development of these programs.

The survey indicates that, of the respondents:

- 16.5% had graduate degrees
- 27.5% had some graduate work
- 39.4% had a B.A./B.S. degree
- 15.6% had some college
- 1.0% had a high school diploma only

This type of data indicates that attention needs to be given to offering advanced level learning opportunities for volunteer administrators in order to keep challenging them and keep them interested in the field.

Summary

Though lacking in the sophistication of many research studies, the foregoing information offers an opportunity to reflect on our profession: who are we? where are we? where might we want to go? These are questions which we must answer independently, but must also be answered collectively by those in organizations representing the volunteer administrator. We are at many levels in organizations, but truly in our infancy as a profession.

It is hoped that this data will add some insights into professional growth and development, and help us to define more clearly who we are and what we are in the human services arena.

Notes

1. The author's thanks are offered to the members of MAVD for their participation and encouragement and to Bob Munson of Lutheran Social Service of Minnesota for his critique of this article's first draft.
2. For more information about this survey, write to Connie Skillingstad, CAVS, Volunteer Coordinator, St. Joseph's Home for Children, 1120 E. 47th Street, Minneapolis, MN, 55407.

APPENDIX 1

Titles of Volunteer Administrators Completing Survey				
Volunteer Coordinator	34	Field Placement Supervisor		1
Volunteer Director or Director of Volunteers	25	Chairperson		1
Director or Executive Director	19	Foster Grandparent Director		1
Program Director	3	Administrator		1
Activity Director	3	District Supervisor		1
Social Worker	2	OTR and V.C.		1
Coordinator of Aging & Volunteers	2	Community Relations Coordinator		1
Project Director	2	Teacher/Coordinator		1
President	2	Director, Community Service		1
Administrative Advisor	1	Facilitator of Volunteers		1
Family Service Director	1	Director, Volunteer Service & Community Relations		1
Co-director	1	Supervisor		1
Project Assistant	1	Director, Bureau of Volunteer Services		1
Volunteer and Training Coordinator	1	Adult Development Director		1
		Volunteer Recruitment Coordinator		1
		VISTA - Ombudsman		1
		Assistant Director, Volunteer Services		1
		Supervisor, Division of Citizen Participation		1

# Corporate Social Responsibility and Corporate Volunteerism

By Richard E. Wokutch and Alex F. De Noble

A recent issue of the Journal of Voluntary Action Research (Spring, 1981) was devoted to the papers given at the 1980 Conference on Philosophical Issues in Volunteerism held at Virginia Polytechnic Institute and State University. One of the major questions addressed at that conference, was whether the support of voluntary organizations or efforts via funding, personal participation, encouragement through employee incentives, etc. was the most appropriate way for businesses and/or business leaders to discharge their social responsibilities (Allen, 1980). It seems to the authors of this paper that unwarranted optimism was expressed in this forum about the extent and effectiveness of corporate volunteerism. Developing this view, this paper attempts: 1) to clarify the notion of corporate social responsibility by considering some of the various definitions of and viewpoints on this concept; 2) to consider whether, given a corporate goal of being socially responsible, volunteer programs are the most appropriate mechanism to discharge this responsibility; and 3) to suggest some approaches for more effective implementation of volunteer programs, given a corporate commitment to such programs.

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## Corporate Social Responsibility

Corporate social responsibility is perhaps one of the most overused and abused terms around today. In accordance with one's values and one's assumptions about the nature of the economic system, the "social responsibility of business" can be viewed as anything from business profit maximization within the "rules of the game" (Friedman, 1970) to a cynical attempt by the capitalist class to maintain a basically unjust economic and political system (Marxist view expressed in Perrow, 1972). A more typical definition of the term is the obligation of decision-makers "to take actions which protect and improve the welfare of society as a whole along with their own interests" (Davis and Blomstrom, p. 6). Most definitions of the term, however, stress two points: 1) the harmony of interests of the corporation and society and 2) the occasional disharmony of these interests.

The harmony of interests argument is advanced by all but the Marxists. Conservatives such as Friedman would say that the firm is acting in a socially responsible way when, motivated purely by the pursuit of profit, it efficiently produces those goods and services desired by people. Others who have a more traditional view of corporate social responsibility stress the notion of enlightened self-interest or long-run profit maximization to explain the harmony between society and business' interests (Davis, Frederick, and Blomstrom, 1980; Steiner and Steiner, 1980). They argue that in addition to the efficient production of goods and services, firms should undertake certain activities pertaining to product or workplace safety, pollution control, equal employment opportunity, and various volunteer activities because it is in the long run best interest of the firm to do so. It is asserted that such activities benefit the company by enhancing the corporate image (perhaps leading to increased sales), by improving employee morale and productivity through eliminating unnecessary costs (e.g. accident prevention), and by contributing to a

better economic and social environment for the firm to operate in. It is further argued that if business does not voluntarily undertake certain of these activities, they may be forced by the government to do so in a more restrictive and costly way.

Many, however, would argue that the interests of society and the interests of corporations will occasionally diverge. We've all heard the assertion that what is good for General Motors is good for America; but talk in recent years about "obscene profits of oil companies" suggest that many people do not think this applies to Exxon, Mobil, and Texaco. Even among those who feel that corporations should act in a socially responsible manner, few believe that firms will undertake significant and costly activities (e.g. limiting pollution) unless required to do so by law. This is partially explained by economists' notion of the free-rider problem. This essentially suggests that while it might be in the interests of society or the entire business community to provide some public benefit or to eliminate some social problem, it will usually be in the interest of any one individual or firm to have others bear the costs of accomplishing this. This of course explains why the Internal Revenue Service does more than request "voluntary contributions" so that the government can provide public goods like national defense, roads, and parks.

Another way of looking at the corporate social responsibility issue can be depicted through three concentric circles (see Figure 1).

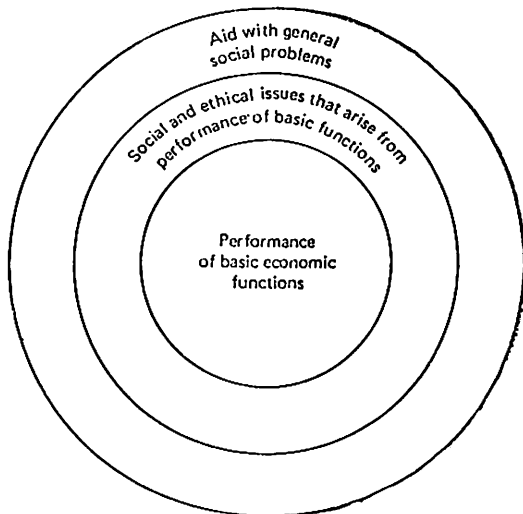


Figure 1  
(Davis, Frederick, and Blomstrom, 1980, p.10)

The innermost circle refers to the efficient production of goods and services. Performance on this dimension would essentially correspond with Friedman's notion of corporate social responsibility. The second circle refers to social/ethical problems that arise from the basic production activities. This would include issues like product and worker safety, pollution, discrimination, truth in advertising, and so on. Friedman (1970) suggests that firms will and should be concerned with alleviating these problems only to the degree that it is profitable to the firm, otherwise the corporate managers are overstepping their authority and using stockholders' money to do something stockholders do not necessarily want. Even traditional social responsibility advocates would say that it is unlikely that firms will undertake significant activities in this dimension unless there is an economic or legal incentive to do so.

The third level of social responsibility activities is concerned with corporate assistance in the solution of general social problems. Most corporate volunteer programs would be grouped into this social responsibility category. Our expectation of a low level of corporate involvement in volunteer activities stems from a belief that there is less likelihood of activities in this dimension being profitable or being required by law. The free-rider problem is also particularly significant in this dimension. Without some mechanism for ensuring cooperation by other firms, the costs of a given firm's efforts to alleviate general social problems are likely to exceed the benefits they derive.

Even social activists appear to be less concerned with activities on this dimension than those on the second level. In a study of "ethical investment" activities of religious groups conducted by one of the authors, respondents were asked to rate the importance to them of corporate performance on a variety of social dimensions as well as economic dimension. Of the ten dimensions listed, philanthropic activities ranked last.<sup>1</sup> Volunteer programs were not listed separately but only 1 of the 143 respondents specified these in the space provided for "other dimensions."

The low priority given to corporate volunteer programs can be explained by a dichotomous view of corporate social responsibilities: 1) the responsibility to avoid harming society or individuals and 2) the responsibility to aid society or individuals. It appears that social activists are more concerned with ensuring that corporations fulfill (1). While most would agree that the efficient production of goods and services is indeed beneficial, there is little pressure for corporations to go beyond this in satisfying (2).

Because of the above arguments, it is the opinion of the authors that corporate support



of volunteer programs should only be a secondary social responsibility concern. However, as noted above, it is clear that there are some benefits which accrue to the company as well as the employees from participation in these programs. Because of that, volunteer programs will continue although they may never exceed their current modest level of activity. In recognition of these conditions we will address ourselves to the issues of: 1) how volunteer agencies might encourage further corporate participation in volunteer activities; and 2) how the effectiveness of these volunteer activities might be increased by the introduction of strategic and operational management techniques.

### The Management of Corporate Volunteer Programs

The National Center for Voluntary Action noted the following:

- . Only six percent of the companies interviewed have full-time staff assigned to the volunteer programs.
- . Virtually no company keeps records on the number of employees who volunteer or the amount of time contributed.
- . Companies with released time programs (allowing employees time off from work to volunteer) generally have little idea about how much such time actually costs the company.
- . Few companies have well-articulated goals for their programs and even fewer can describe criteria through which they will be evaluated. (Allen, 1980, p. 8)

If a corporation conducted its other activities with similar disregard for standard management practices, it would not be in business very long. It only makes good business sense for a company to get something usable and of comparable value in return for the price they must pay. This is the essence of any economic transaction. A volunteer program may cost a given company a great deal in terms of time and resources devoted to the project. If management allows these resources to be used inefficiently, then it is not acting in the best interests of any of its stakeholders, i.e., the stockholders who are foregoing the profits that could have either been reinvested in the business or distributed to them as dividends; the employees who may be deprived of wage increases; and the customers who will eventually have to pay for this inefficiency through higher prices. A poorly managed program may also provide only marginal benefits to the general public and the participating employees.

At this point, we must note that it is entirely possible that the sole aim of some

of these programs may simply be to generate public relations benefits. In this light, then, an effective program is not essential, but only one that is highly visible and shows that the company is doing something. The authors uncovered some evidence of "P.R. hype" in an impromptu survey of some companies with volunteer programs that had received attention in the media. In one instance, we discovered that a company rescue squad program that had been cited in several publications involved only one individual who was permitted to answer rescue calls during some working hours one day a week. When the company agreed to let him have this time off from work, this was publicized as the company's volunteer program.

While the above is perhaps an extreme situation, it is reasonable to assume that other companies also look for ways to maximize their return while minimizing their investment. It may be that corporate executives reason that volunteer activities above a certain de facto industry norm will not produce any additional benefits. Allen (1980) cites the figure of 20% of the tax deductible limit for all philanthropic contributions as the point beyond which corporations appear to resist moving. (Corporations may deduct up to 5% of their before-tax profits as philanthropic contributions.)

Still even the current level of corporate support is crucial to the volunteer agencies/programs which receive this assistance. Thus it seems incumbent upon such parties to ensure that whatever current incentives there are for corporate participation in volunteer activities continue, and that incentives for participation over and above industry norms be developed. Efforts such as Phillips' awards for outstanding corporate social performance (Phillips, 1980) and the publication of the book, Volunteers From The Workplace (Allen, et. al., 1980), can provide national recognition to firms which are truly deserving. Community Voluntary Action Centers can likewise provide such recognition on a local level.

By the same token, corporate involvement below this norm could also be identified. Certainly this would need to be done with great care to avoid any legal entanglements. The safest approach undoubtedly would be to simply not include such corporations in lists of "award nominees" or "corporate benefactors."

Let us assume that sufficient incentives exist such that it would be in the interest of the corporation to develop an effective volunteer program. In such a situation the success of this effort will be dependent on management's evident commitment to the program and its utilization of those strategic and operational management techniques which have

proven so successful in their traditional business activities (Blake, 1974; Wortman, 1980). Figure 2 is a simplistic model of corporate strategy formulation and implementation consisting of goals, structure, performance, and information feedback.

Schematic Representation of Strategic Planning and Management of Corporate Volunteer Programs

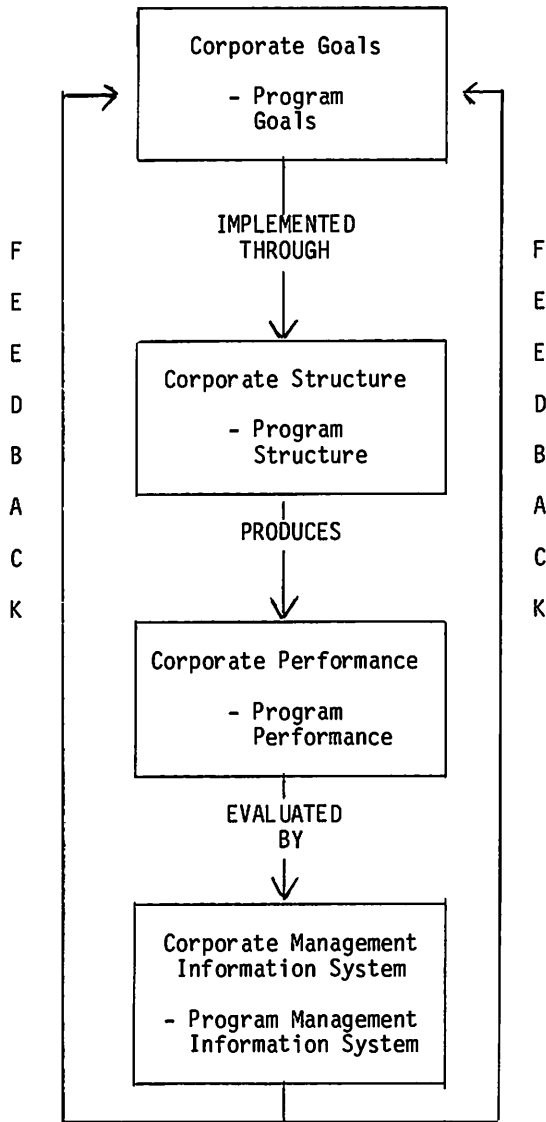


Figure 2

Following are the steps necessary for adapting it to a corporate volunteer program:

1) Specify the Company's Goal for the Program

The importance of goal setting in business is exemplified by the business axiom that "if you don't know where you're going any road will get you there." This appears to be par-

ticularly applicable to corporate volunteer programs.

Included in any goal statement should be a rationale explaining how and why this program fits in with the overall mission of the company. A statement of what management feels is the social responsibility of the firm would also be useful in the planning and implementation of volunteer programs as well as other social programs.

In addition to setting overall program goals, specific measurable objectives should be set. Depending on the nature of the program, these could be specified in terms of number of projects undertaken, levels of satisfaction of affected parties, or other suitable measures on both input and output dimensions.

The setting of goals and objectives for the voluntary program should be part of an overall strategic planning process which is supported by steps number 2 and 3.

2) Develop an Organizational Structure Responsible for Carrying Out the Above- Stated Goals

It is important that individual responsibility be designated and that an incentive system be developed to encourage effective participation. With volunteer programs which are typically small, decisions must be made on whether to utilize a full-time or part-time coordinator. With the latter option, the individual should be clear about how important this assignment is in his/her overall evaluation so that he/she can devote an appropriate amount of time and effort. For example, in another type of corporate social program, an accident prevention program, plant managers were informed that they could receive a 20% bonus over their base salaries by keeping employee accidents below a certain pre-designated level (Blake, et. al., 1976).

3) Development of a Management Information System

This would provide information in the following categories which would be used as feedback for the management of the program:

Program Operating Data

This would consist of company inputs and program outputs. All direct and indirect (e.g., overhead) expenses should be accounted for in a budget. Employees who are only participating on a part-time basis should have appropriate percentages of their salaries budgeted in. Outputs should be measured on the goal dimensions previously set. This operating data together with a goal analysis would essentially constitute a social process audit (Bauer and Feen, 1973; Blake, et. al., 1976). This information is necessary to com-

pare performance with goals and to utilize the incentive system suggested above.

#### Environmental Information

To determine the most appropriate use of corporate volunteer resources, an environmental information system should be maintained consisting of scanning, forecasting, interpreting, and integrating external environmental information for use in the strategic planning process (Verdu and Wokutch, 1979). This function could, for example, identify and predict the most important and cost-effective needs to which corporate volunteer resources should be devoted, as well as the particular program(s) to which they should be directed.

#### Program Image Information

If indeed the primary goal of volunteer programs is an enhanced corporate image, the corporations should measure the public's perception of the program. It is possible that a poorly run program might actually do more harm than good for a corporate image. In such a case a decision would need to be made whether to modify or to disband the program.

Information on the same or similar dimensions will be needed by management to fulfill its traditional strategic planning/management function (Fahey and King, 1977), so collecting this information would not likely require a significant resource expenditure. Ideally, however, for this information to be integrated into the strategic management/planning process of the volunteer program, personnel from that program should participate in the implementation of the environmental information system (King and Cleland, 1978).

#### Conclusion

In this paper, we have argued that corporate support of volunteer programs and agencies is not the most important social responsibility of the firm. However, recognizing that these activities are extremely important to the programs and agencies receiving this assistance and that benefits accrue to other involved parties as well, we have suggested several approaches to enhance the effectiveness of such programs. These basically consist of: 1) volunteer agencies which receive such support taking a more active role in rationing and indeed enhancing the public relations benefits to the truly deserving corporations; and 2) the involved corporations utilizing their traditional operational and strategic management techniques which have proven successful in the past.

#### Notes

1. In order, these dimensions were ranked: 1) economic return, 2) equal employment opportunity, 3) operations in countries with repressive governments, 4) fair labor relations and bargaining, 5) non-involvement in munitions manufacturing, 6) the value of the product or service to society, 7) pollution control, 8) consumer issues, 9) employee safety, and 10) philanthropic activities.

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# *Leadership Abstracts in Volunteer Administration (Fourth Issue and First Annual Summary)*

*This section in Volunteer Administration is designed to provide practitioners with summaries of current literature.*

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## VOLUNTEER ABSTRACTERS FOR THIS ISSUE

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The abstracter's name also appears in parentheses at the end of each abstract.

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## JOURNALS AND NEWSLETTERS IN THIS ISSUE

Please Note: For some journals peripheral to the field of volunteer administration, e.g., Harvard Business Review, articles are abstracted only when deemed relevant to our field.

BUSINESS QUARTERLY is published by the School of Business Administration, The University of Western Ontario, London, Ontario. Subscription is \$16.00 yearly.

CHILD WELFARE is published monthly, 10 times a year, by the Child Welfare League of America, Inc., 67 Irving Place, New York, NY 10003.

HARVARD BUSINESS REVIEW is a bi-monthly journal for professional managers. Yearly subscription, \$23.00; Subscription Service Department, P.O. Box 8730, Greenwich, Connecticut 06835.

THE EXAMINER is published quarterly by the National Association on Volunteers in Criminal Justice. Send request to Circulation, NAVCJ, P.O. Box 6365, University, Alabama, 35486.

VOLUNTARY ACTION NEWS is published quarterly by the Voluntary Action Resource Centre, 1625 W. 8th Avenue, Vancouver, British Columbia, Canada V6J 1T9. Subscription is \$3.00 annually.

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## THE CLASSIFICATION SYSTEM

A classification system which evolved in the first year of experience with LEADERSHIP ABSTRACTS will be presented in the Annual Summary which follows as Part B of this issue. This system cross-refers to the essentially arbitrary code numbers currently assigned each abstract. This code number begins with the last digit of the current year of publication for Volunteer Administration's publication.

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### ABSTRACTS: 1981 SERIES (CONTINUED) Categories are presented alphabetically.

#### Boards

- (1/16) Albany, NY: Voluntary Action Center of Albany, IMPACT-The Albany Experience, Irene K. Murdock, Ed. May 1980, 126pp.

This manual outlines Albany's IMPACT/Affirmative Action Program of board development. The program identifies and recruits minority members, the poor, handicapped, elderly, and others traditionally excluded from the community decision-making process, trains them for board service and refers them to the boards and advisory committees of voluntary and public agencies and organizations. The program also assists boards in assimilating non-traditional members through training events and a resource file. In addition to narrative sections on resource development, curriculum and training, public relations and evaluation, the report contains work-sheets, sample forms and curricula, and a bibliography. (E.L.Walker)

- (1/17) Levy, Leslie, "Reforming Board Reform," Harvard Business Review Vol. 59, No. 1 (January-February 1981), pp. 166-172.

- 1) The purpose of this article is two-fold: it offers evidence which clinches the argument that formal change in the board cannot by itself improve the board and that the (business) community is perfectly justified in resisting activist pressure for change; shows why it is vitally important that even those proposals which should not be enacted should, nonetheless, be taken seriously and discussed, rather than ignored or silenced.
- 2) In one case study, the board remained impotent not because it needed more or different reforms but because the directors had never developed the knowledge, attitudes, and skills they needed to use the reforms already in place.
- 3) Public discussion becomes a process of gradually emerging coherence and consistency between what society expects and the corporation (organization) is willing and able to produce. (M.L. Stewart)

#### Manager Skills and Characteristics

- (1/18) Barnes, Louis B., "Managing the Paradox of Organizational Trust," Harvard Business Review, Vol. 58, No. 2 (March-April 1981), pp. 107-116.

- 1) This article is about trust, what it is and how people in organizations destroy it by holding and acting on three fairly simple and accepted assumptions: that important issues naturally fall into two opposing camps by "either/or" thinking; that hard data and facts are better than what appear to be soft ideas and speculation; that the world in general is an unsafe place, exemplified by a person's having a pervasive mistrust of the universe around him or her.
- 2) The author also explores some alternative approaches and assumptions, noting especially the two fragile but important concepts of "tentative trust" and "paradoxical action." (M.L. Stewart)

- (1/19) Barrett, F.D., "Tools and Tricks for Innovators," Business Quarterly, Vol. 45, No. 4 (Winter 1980), pp. 57-62.

- 1) The conventional person thinks in terms of "either/or" logic. Creative people believe that sometimes contradictory things can be, or can be made to be, simultaneously true.
- 2) Three mind-wrenching steps are encouraged: 1) disagree with some specific status quo; 2) oppose it by building a case for its opposite; 3) search for a reconciliation through synthesis.
- 3) Creative solutions can often be found by letting the mind go free and permitting it to run wild.
- 4) Knowledge and understanding of creativity and innovation is a powerful practical tool since there are many ways in which the knowledge can be put into practical application in order to produce results. (M.L. Stewart)

(1/20) Levinson, Harry, "What Killed Bob Lyons?" Harvard Business Review, Vol. 59, No. 2 (March-April 1981), pp. 144-162.

- 1) This article, originally published in HBR in 1963, provides insight into an area of human psychology that continues to be of major concern. It is a penetrating study of some of the courses of self-destructive behavior.
- 2) In the retrospective commentary the author notes that psychoanalytic theory (especially when recent developments are included) helps us understand and act on such diverse concerns as understanding stress, dealing with emotional conflicts, selecting leaders, appraising performance and compensating employees.
- 3) Understanding, listening, and referring are singled out as ways that executives can render extremely important help to others in their companies. Although not specifically mentioned in the article, volunteer administrators have involvement, or potential involvement, with persons that are dealing with stresses and anxieties in their lives and have turned to volunteer activity as an outlet. (M.L. Stewart)

#### Organizational Behavior and Analysis

(1/21) Holley, Heather and Benjamin D. Singer, "The 'Good' Organization," Business Quarterly, Vol. 45, No. 4 (Winter 1980), pp. 63-67.

- 1) The authors undertook a project aimed at discovering information concerning the dimensions of perceived "goodness" in organizations rather than the growing complaints which have become virtual euphemisms for describing relationships with many contemporary organizations.
- 2) Two dimensions...quality of goods and quality of services...were initially suggested and respondents were encouraged to indicate other qualities which they deemed important.
- 3) Four distinct themes or dimensions emerged from the data which can be described as consumer, community, employee, and management. While different individuals may have varied models in mind for what they consider "the good organization," these four factors seem to be important stanchions of organizational evaluation, perhaps the primary ones. (M.L. Stewart)

(1/22) Mintzberg, Henry, "Organizational Design: Fashion or Fit?" Harvard Business Review, Vol. 59, No. 1 (January-February 1981), pp. 103-116.

- 1) The author has found that many organizations fall close to one of five natural "configurations, each a combination of certain elements of structure and situation."
- 2) Every organization experiences the five pulls that underlie the configurations: the pull to centralize by the top management; the pull to formalize by the technostructure; the pull to professionalize by the operators; the pull to balkanize by the managers of the middle line; and the pull to collaborate by the support staff.
- 3) Managers can improve their organizational designs by considering the different pulls their organizations experience and the configurations toward which they are drawn. (M.L. Stewart)

#### Program Types

(1/23) Withey, Virginia, Rosalie Anderson, and Michael Lauderdale, "Volunteers as Mentors for Abusing Parents: A Natural Helping Relationship," Child Welfare, Vol. LIX, No. 10 (December 1980), p. 637.

The belief that volunteers give their time in order to help others and have some of their own self-actualizing needs met (as defined in Maslow's Hierarchy of Needs) is pivotal in the notion of the mentoring relationship. This relationship is described as offering mutual benefit to the volunteer and the client. The rationale behind matching an older volunteer (post-35) with a younger abusive parent of the same sex is derived from Erickson's research on developmental phases in which he postulates that two different growth phases will complement each other and provide mutual benefit to the matched individuals. Developmental maturity and an ability to develop a trusting relationship is essential for would-be mentors. (S. Hurtado)

(1/24) Rehnquist, Nan, "When Manpower is Man Power," The Volunteer Leader, Vol. 22, Number 1 (Spring 1981), pp. 1-3.

This article reviews how men support hospital volunteer service departments and hospital auxiliaries, how these men are recruited, who they are and why they volunteer. (N. Moffatt)

### Recruiting Marketing

- (1/25) Scheier, Ivan H., "Recruiting Volunteers in the 1980's: A Perspective on People Approach," Examiner, published by the National Association on Volunteers in Criminal Justice, Vol. 2, No. 1 (Winter 1981), pp. 7-8.

Scheier suggests that volunteer agencies experience a shortage of volunteers not because fewer people are volunteering but because the number of opportunities for volunteers has escalated in the past decade. To help recruit "your share," he argues for a relatively new concept in managing volunteers...people approach. This concept focuses on the person by attempting to "make the minimum difference in what a person wants to do and can do, which has the maximum positive impact on other people, and/or the maximum usefulness to the volunteer-involving organization." This contrasts to the traditional job approach to volunteer placement which focuses on the job that needs to be done. The article then raises and discusses some questions concerning the feasibility of a people approach method for the day-to-day management of volunteer programs. (N. Moffatt)

### Resources, Career Concerns

- (1/26) Dods, Robert A., "Is There a Sabbatical in Your Future?" Business Quarterly, Vol. 45, No. 4 (Winter 1980), pp. 30-36.

- 1) Ten years ago the author helped draft his company's sabbatical policy. In this article he outlines his own sabbatical experience, unusual in that he is now a senior business partner.
- 2) Several references are made to Daniel Levinson's book, The Seasons of a Man's Life, where research has been focused on adult development...most specifically, the transition from the late thirties into the early forties.
- 3) This "mid-life transition" (replacing the "mid-life crisis") is the process of disassembling those structures and relationships that served the person from the age of thirty to forty, and the necessary task of establishing a new framework that will serve the same person for the next twenty years. (M.L. Stewart)

### Student and Other Youth Involvement

- (1/27) Soo, Doug, "Youths as Volunteers," Voluntary Action News, No. 26 (March 1981), pp. 1-3.

- 1) Youths are motivated in volunteer work by intrinsic rewards, recognition, belief in a cause, and the desire to test their own value systems.
- 2) An overview is given of those programs operated by the Boys' and Girls' Clubs which stress group participation in activities in projects.
- 3) In order to establish a successful youth volunteer program, it is necessary to ensure that activities have characteristics which will appeal to youth. These characteristics are briefly discussed and defined.
- 4) Suggestions are included concerning the most likely sources for recruiting youth volunteers. (V.A. Ahwee)

### Volunteer-Staff Relations

- (1/28) Scheier, Ivan H., "Positive Staff Attitude Can Ease Recruiting Pinch for Volunteers," The Volunteer Leader, Vol. 22, No. 1 (Spring 1981), pp. 11-14.

A brief explanation as to why we all feel the volunteer recruitment pinch sets the background for a discussion concerning one way in which hospitals can attract and hold volunteers. Scheier stresses that although the Director of Volunteer Services or other responsible person can do many things to attract and hold volunteers, he/she needs the support of administration and department heads to increase the probability of retaining volunteers. The DVS must be as concerned about motivating staff to work with volunteers as he/she is about motivating volunteers to work with staff. Scheier suggests numerous practical and useful ways to develop the necessary staff support. (N. Moffatt)



## B. FIRST ANNUAL SUMMARY

### LEADERSHIP ABSTRACTS IN VOLUNTEER ADMINISTRATION

The locations of the total material covered in this first annual summary are:

- 1) Rationale and Background for LEADERSHIP ABSTRACTS was in Volunteer Administration, Vol. XIII, No. 2, Summer 1980.
- 2) The abstracts themselves, 110 in number, were distributed as follows:

<u>Abstract Code Numbers</u>	<u>Volunteer Administration Issue</u>
0/1-0/29	Vol. XIII, No. 3, Autumn 1980
0/30-0/72	Vol. XIII, No. 4, Winter 1980-81
1/1-1/15	Vol. XIV, No. 1, Spring 1981
1/16-1/28	Vol. XIV, No. 2, Summer 1981

The following suggestions are made for grouping abstracts under the main classification headings which evolved during the year. Obviously, any single abstract (represented by a code number) might reasonably fall under two or more categories.

<u>Category</u>	<u>Abstract Code Number</u>
<u>BOARDS</u>	0/30, 36 1/1, 16, 17
<u>FUNDRAISING</u>	0/31 1/2
<u>HISTORY, PHILOSOPHY, VALUES, DEFINITION</u>	0/1, 3, 21, 32, 33, 34, 35, 59
<u>INSURANCE, LIABILITY</u>	0/36
<u>INTERNATIONAL (OUTSIDE U.S. AND CANADA)</u>	0/37, 38, 39, 57, 59, 72
<u>MANAGER SKILLS AND CHARACTERISTICS</u>	0/3, 40, 41, 42, 43, 44, 62, 71 1/3, 4, 5, 6, 18, 19, 20
<u>ORGANIZATIONAL BEHAVIOR, ANALYSIS</u>	0/43 1/7, 8, 21, 22
<u>PROGRAM TYPES</u>	
<u>Criminal Justice</u>	0/1, 2, 3, 8, 28, 29, 47
<u>Energy</u>	0/4, 49, 50
<u>Health Care, Hospitals</u>	0/45, 46, 54, 64, 68 1/9, 24
<u>Mental Health</u>	0/48
<u>Religion</u>	0/6, 7, 8, 9, 10, 11, 12, 13, 14, 15
<u>Other</u>	0/5, 39, 47, 61, 65, 70 1/23
<u>RECOGNITION, INCENTIVE, MOTIVATION, PERSONAL GROWTH</u>	0/10, 11, 14, 15, 16, 24, 40, 51, 52, 53, 55
<u>RECRUITING, MARKETING</u>	0/12, 54, 56, 57, 58 1/11, 25
<u>RESOURCES, CAREER CONCERNS</u>	0/16, 17, 55, 59, 60, 61, 62, 63, 69 1/12, 26

<u>SELF-HELP AND VOLUNTEERING</u>	0/64, 65
<u>STATUS, SURVEYS, STATE OF THE ART, AND FUTURES</u>	0/2, 19, 23, 26, 27, 32, 61, 66 1/13, 14
<u>STUDENT &amp; OTHER YOUTH INVOLVEMENT</u>	1/15,27
<u>TRAINING AND EDUCATION</u> (Please note: this category presently includes training and education both for administrators and for volunteers.)	0/5,19,21,22,25,26,27,47,53,59,68,69
<u>VOLUNTEER-CLIENT RELATIONS</u>	0/28, 29, 46
<u>VOLUNTEER-STAFF RELATIONS</u>	0/32, 37, 70, 71, 72 1/28
<u>WOMEN AND VOLUNTEERING</u>	0/30, 52, 62

In the ABSTRACTS Editor's opinion, the categories which evolved over a year of usage worked reasonably well in classifying abstracts. Nevertheless, these categories can certainly be further refined, and reader suggestions on this are sincerely invited.

Even now, it is clear that some important categories, e.g., RECORD-KEEPING AND EVALUATION METHODOLOGY are missing, not because they are unimportant, but because articles emphasizing these topics were not submitted to Volunteer Administration and published during the past year. Other equally important categories, such as VOLUNTEERING AND MINORITIES, THE ELDERLY, AND THE HANDICAPPED, only began to emerge toward the end of this year.

# Cumulative Index, 1967-1980

Volunteer Administration began publication in 1967. Since that time no Cumulative Index has been printed. The Editors feel that an Index is an important research tool and that the best approach is to print an Index annually. We are therefore pleased to announce that as of this Volume XIV (1981), a yearly Index will appear in the Winter (No. 4) issue from now on.

In order to provide readers and scholars with complete information, a Cumulative Index covering the entire history of the journal from 1967 through 1980 follows. Not all back issues are still available, but the Volunteer Administration office would be happy to assist readers in locating needed articles.

## CUMULATIVE INDEX

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- 1) Manuscripts should deal with issues or principles related to volunteer administration. Program descriptions are acceptable only when they are conscious demonstrations of an issue or a principle.
- 2) The author must send three (3) copies of the manuscript to:  

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- 3) Manuscripts should be five to 20 pages in length, with some exceptions. Three manuscript pages approximate one printed page.
- 4) Footnotes should appear at the end of the manuscript, followed by references listed alphabetically.
- 5) Manuscripts should be typed, double-spaced on 8½" x 11" paper.
- 6) Unpublished manuscripts will be returned to the authors with comments and criticism. Published manuscripts will not be returned to the authors.
- 7) The author should send a cover letter authorizing Volunteer Administration to publish the article submitted, if found acceptable.
- 8) The author should not submit the article to any other publisher during the period when it is under consideration by Volunteer Administration.
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AVB provides consultation, information exchange, Standards, Guidelines and a Certification for local volunteer programs, special annual projects, surveys and reports. AVB also advocates for volunteerism on a national level, especially as it relates to local VB/VAC's.

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