

DOVIA EXCHANGE

THE CENTER FOR CREATIVE COMMUNITY P.O. BOX 2427, SANTA FE, NM. 87504

Volume IV Number 4

December, 1988

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DIRECTORS OF VOLUNTEERS IN AGENCIES

DOVIA
DOVIA

Contents

The Creation of Careers.....	1
VOLUNTAS Construction Begins.....	3
Books and Tapes and Clip Art.....	4
Conference Calendar.....	6
Prescribed Volunteering.....	7
Shakespeare Never Ran a DOVIA.....	8
DOVIA EXCHANGE Renewal.....	9
Thank You!.....	10
CDVH Questionnaire.....	11
Free-Lance Volunteer Survey.....	13

*The
Center for
Creative
Community*



The Creation of Careers by Ivan Scheier

There is no career ladder of any consequence in volunteer administration. Those of us fortunate enough to find fulfillment in place, or a place that offers fulfillment, stay on. For the rest, a shocking proportion of ambitious, talented and creative careerists leave, simply because there is no place to go in our field. Of all new people entering the profession, half will be gone within two or three years. It is a subtraction of talent and spirit we can ill afford.

What can we do about it? At the very least, the careerist must be able to find appropriate (for her) positions that do exist. Using DOVIA and other networks is one good way. What else? Claudia Mausner, in Winter, 1988, Voluntary Action Leadership magazine, describes use of the New York Times classified section to find suitable local jobs involving serious responsibility for volunteers. From her article, we judge that the same might be possible with any major newspaper in other metropolitan areas.

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So far, so good. But you can't effectively find challenging positions that don't exist--the same trap we fall into when we "solve" unemployment by training people for jobs that simply aren't there!

The new career tracks presented here have two things in common. First, they try to circumvent staff/agency resistance to volunteers--which has been the #1 problem for organized volunteer programs for over thirty years. (For more on what to do about that, see So You Still Want To Win with Staff? Here's How To Get Solid Staff Support for Your Volunteer Program. Yellowfire Press, \$5.50) The main point here is that though we talk about staff resistance as mainly a problem for volunteers--and it is that--it is equally a problem for volunteer administrators; indeed, staff resistance is probably the major reason there is no clear career ladder for volunteer administrators in most agencies.

A second theme is that none of the new careers is passively waiting there for us to recognize and exploit. All of them will require, individually and collectively, our "...effort, expectation and desire." (Wordsworth) As to expectation, the first step in making something happen is to imagine that it can happen.

1. Created Career #1--as head of a new and larger division of community resource development or some such name, which "...as part of a seamless package, brings in not only volunteers, but also materials, equipment, money and community support." The quote is from an article in the Summer, 1988, issue of the Journal of Volunteer Administration entitled, "Empowering a Profession: What's in a Name?" Developed further there is the concept of "community-based support systems" and how this could offer upward mobility in status and acceptance, while still keeping hands-on involvement with volunteers, as part of the position.

2. Created Career #2--Volunteer Group Consultant to a set of groups composed mainly or entirely of volunteers. Some types of all- or mainly volunteer groups include neighborhood organizations, networks, service clubs, many church or synagogue groups, educational organizations, self-help groups, recreational or cultural groups, club groups of all kinds, advocacy or issue-oriented groups, many professional associations (especially local chapters), co-ops, boards, committees and task forces (as lacking in staff support), most fraternal organizations, many newly created service programs or facilities before funding, most auxiliaries, etc. It has been estimated that in North America there are six million all-volunteer groups (a half million self-help groups, alone). Probably most volunteers work most of their time in groups like this. Yet, most of the training and publication re organized volunteerism assumes there will be paid staff working with volunteers, supervising and supporting their work, providing continuity, etc. Although the all-volunteer setting may not be entirely different than the staff-volunteer setting, there must be some differences of emphasis, at least. For example, a "Volunteer Group Consultant" would have to be very careful about suggesting remedies requiring significant amounts of money and/or full-time people tying things together. Agency-based and all-volunteer efforts seem to differ, too, in goal-setting and delegation.

As of very recently, our Volunteer Group Consultant has at least one essential needed to launch this new career--an organized accessible knowledge base. Elsewhere in this issue we are publishing a first bibliography on all-volunteer groups.

The other career essential is enough money to live on, and perhaps a little more. The modern history of volunteerism will record no more crashing irony than that professional leadership of volunteers has concentrated on what people could be paid to do, e.g. manage volunteer programs in agencies and other budgeted organizations. All-volunteer groups appear not to qualify, since by definition, they do not have enough money to hire staff people. What this misses, however, is a model in which the volunteer group consultant would have a number of all-volunteer groups (20-30?) on retainer for occasional consulting or other services. Though none of

(continued on next page)

these could by itself pay full salary, each could contribute a thousand dollars or more annually, and the sum would make a decent level of remuneration. Moreover, there would be a certain stability in overall revenues; one volunteer group dropping out could be replaced; it is not the same level of disaster as losing a single full-time salaried position.

The above has been presented as an entirely speculative "what if" kind of thing. But I am not sure it is entirely so. It seems to me that some national or regional-level consultants in fact do much of their work for all- or mainly volunteer groups at the national level. We simply need to start moving it down to the local level.

3. Created Career #3--Work Enrichment Specialist. First, please see the advertisement in a recent Washington Post, reproduced elsewhere here. There, Farley Industries, modestly describing itself as "America's Most Exciting Growth Industry," proclaims its "...notion of what work should be: FUN." Fun, indeed. Now that industry has discovered the importance of non-monetary rewards for workers, they should be eagerly courting the people who never had anything else to work with: US! As early as 1982, we were able to work out how this "volunteerizing" of all work might happen (an unpublished paper on Work Fulfillment Systems). Alas, as late as last month we were able to identify one main reason it isn't happening--our lack of faith in ourselves as having anything original to offer. (Read "Empowering a Profession, II: Seeing Ourselves as More than Subsidiary" in the Autumn, 1988, issue of the Journal of Volunteer Administration.) But I think it can be shown even now, that one of the areas we have most self-confidence in--providing intangible rewards and recognition for volunteers--is craved at least as much by paid employees, though hardly ever delivered to them effectively. Maybe our "work enrichment specialists" could start there, or even earlier by beginning to use that phrase as an alternate job description.



WELCOME, LINDA RADCLIFFE!

On December 1, the Center welcomed a new staff member Linda Radcliffe. She worked for a number of years with the Volunteer Center of Boulder County, Colorado, and most recently, was Executive Director of the Colorado Non-Profit Network. As the Center for Creative Community's Program Consultant, she will concentrate on the VOLUNTAS and CIRCUIT RIDER projects, with support from Janet Stoker, Administrator, and Ivan Scheier, Director of the Center.



CONSTRUCTION BEGINS ON VOLUNTAS

October 2, 1988--the first two adobe bricks for VOLUNTAS were made by Franklin Wells, aged 2½, of San Jose, California, assisted by Jay Glass (Architect), Moriah Wells (Mother), and Ivan Scheier (Water-carrier). A small start, to be sure, but yes, VOLUNTAS is going to happen! There will be a place of volunteers; the only question is when. We already have \$5,000 cash in a special account, promises of much more, and one person who has written us into their will for about \$25,000. One of the five carrels or "nests" has already been dedicated; so have a number of flagstones. Our volunteer architect has incorporated comments in a near-final floor plan, prepared an environmental analysis, and is working on a scale model. Offers of volunteer help continue to come in, as do contributions of building materials, books for the Harriet Naylor Memorial Library--and even a beginning of items for the museum on volunteering. The level of commitment between now and April will determine how much work can begin as early as next summer or fall. We'll be in touch on that, by newsletter and otherwise, sometime in April or early May. Meanwhile, contributions of all kinds are most welcome. We have a wide range of choices for participation many of which do not involve immediate cash outlay. So now is the time to make your commitment to be a contributor rather than a bystander at what may be one of the most important enterprises in modern volunteerism. Please see the separate enclosure on VOLUNTAS.



BOOKS AND
TAPES AND
CLIP ART

***exciting news is that Harriet Naylor's estate is donating her private collection to the Harriet Naylor Memorial Library on Volunteerism here. Equally good news is that Hat's daughter, Margery, plans to visit the Center sometime in spring, probably in early May. We're thinking of making that the official opening of the Library, and if enough people are interested, have small groups discussing issues dear to Hat's heart. Consider yourself invited, but let us know by February if you have serious interest in being with us--and we'll have more details by then, too.

***in October, Yellowfire Press moved its headquarters from Boulder, Colorado, to Santa Fe. New co-owner is Janet Stoker. A high priority will be to cull present offerings for replaceable items and add some new ones. Your suggestions are welcome.

Yellowfire will also be particularly interested in making its stock more accessible to DOVIAs. Negotiable ideas include:

- providing you with a "portable bookshop" for an added attraction at workshops and meetings. Here we can talk discounts, shipping arrangements, etc.
- discount coupons for your members as an incentive to membership.

***We believe the group composed entirely or mainly of volunteers represents a major challenge and opportunity for the future of volunteerism. Now, for the first time, we can provide a list of published resources in the area.

1. Setting Achievable Goals in All-Volunteer Groups, Yellowfire Press, 1985
2. Divide the Job, Delegate the Work: Here's How, Yellowfire Press, 1986
3. The Volunteer Handbook, by Richard Battle, Volunteer Concepts, 1988
4. Together: Volunteer-to-Volunteer Relationships, by Susan Ellis, ENERGIZE, 1988. This is a video tape with study guide. I've seen the latter which looks very good.

As for The Volunteer Handbook, it is written in a clear prescriptive style which practically shouts out the richness of practical experience on which it is based. The book stays at a practical level of "how to" detail. Like the other listed resources, and unlike all other references we have seen, it does not fall back on the assumption that paid staff are available to pick up the pieces, if volunteers should fail. The book is probably most relevant of all to service clubs, e.g., JAYCEES in which the author has had extensive experience. For the same reason, it may assume a higher level of competence and commitment than many all-volunteer groups in fact have. But the standards to shoot at are there and that, in itself, is a valuable contribution.

Availability of the first two resources is given on the Yellowfire booklist enclosed; separate brochures are enclosed for Together and The Volunteer Handbook.



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***DOVIA Products has added to their offerings. For the beautiful national identification DOVIA pin, described in the last issue of the EXCHANGE, there are now favorable quantity prices. The newer offering is camera-ready DOVIA clip art, a crisp, clean black and white rendition of a design to be used for reproduction on printed material. The design is a national identification logo for Directors of Volunteers in Agencies. This logo can be used to identify an individual director, coordinator, supervisor or manager of volunteers or a local DOVIA chapter, on stationery, note cards, business cards, media releases, membership cards, invitations, brochures, etc. There are 33 DOVIA logos in three sizes per page. Permission to use and reproduce this copyrighted material is a benefit which goes with purchase.

(see DOVIA Products ordering information on next page)

DOVIA Products
Price List

Quantity	Cost each	Shipping & handling
	Pin	
1-50	\$4.00	\$2.50
51-100	\$3.80	\$3.50
101 or more	\$3.60	\$4.50
	Clip Art	
Per sheet	\$25.00	\$1.50

Order Form

Agency _____
 Contact _____
 Address _____
 City _____
 State _____ ZIP _____

Quantity	Description	Cost
	Stick Pin	
	Lapel Pin	
	Clip Art	
	Shipping & Handling	
	Total Enclosed	\$ _____

Please make checks payable to: DOVIA Products, and mail to:
 DOVIA Products, P.O. Box 66, Northfield, Ohio 44067 (216) 650-0568
 Ann Swope Mack Ginnie Schumann

***Speaking of logos, the one from DOVIA Products is wonderful for identifying ourselves on the national and international scene. However, many of us will also want to keep our individual logos, perhaps as variations of the national one, perhaps totally individual. If enough of you send us your logos, we'll have a collage next issue.

***the complimentary article enclosed with an earlier issue of the EXCHANGE was "Beyond Self: The Immunity of Samaritans." It has created quite a stir with its message that volunteering is demonstrably good for your health, both physical and emotional. We now have listings of six or seven other readings on the same subject and would be glad to send the list along to DOVIA Network members, upon request.

OH, TO BE IN LOS ANGELES
 NOW THAT IT'S OKAY TO CHUCKLE

November 18 was one of those days we wanted to be in two places at once. Over in Stillwater, Minnesota, DOVIA and Community Volunteer Services did something you're not supposed to be able to do: they had a workshop open to all volunteers in the community, regardless of their different kinds of involvement. Title: "Getting Employment Credit for Volunteer Work." The same day, Los Angeles DOVIA's workshop had as its keynote topic: HUMOR in Management. Hurray, we say! Even though coordinators have to be grim sometimes, we often take ourselves too seriously, don't you think? It's wonderful when L.A. DOVIA and others understand that laughter is an important part of leadership.

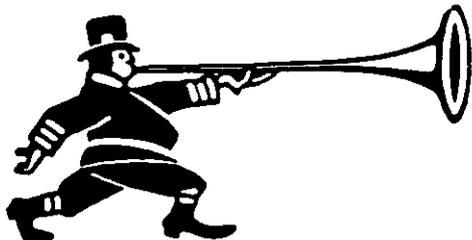
Humor can communicate quite precisely, too; it isn't just a vague safety valve. VOLUNTEER OHIO, justly renowned for its generously sized newsletter, The Voice, recently decided they needed a brief informal newsletter to fill the spaces between issues of The Voice. They called it The Whisper. Presumably, if they ever do it in disappearing ink, it will be called The Laryngitis.

Speaking of hearing voices, "What To Say When You Talk to Yourself" is a workshop recently convened by Wisconsin's Bay Area Managers of Volunteer Services. The workshop description warns that "77% of what we tell ourselves may be working against us." Kind of makes you want to talk to other people, instead.

Other workshop titles, just in fun, from Mary Ann Lawson's Safe House group are: "Creative Suffering," "The Underachiever's Guide to Very Small Business Opportunities," "Reckless Abandon Development," and "Gluttony Rediscovered." Any sign-ups?

There's more volunteer humor in Not Just for the Laughs: Smiles with a Message on Volunteering, Yellowfire Press, \$1.75.





CONFERENCE CALENDAR

February 9, 1989 is a national audio-interact conference on BUILDING WORK THAT SATISFIES: STAFF AS WELL AS VOLUNTEERS. In this teleconference series, Ivan Scheier presents material for about 45 minutes, after which there is 15 minutes or so of Q & A interaction with "attendees" via the telephone/radio hookup. To attend, you must be registered and travel to a studio specifically set up for the purpose, hopefully not too far from your home. For more, write Marylee Behrens, MedSource Teleconference Network, P.O. Box 846, Bartlesville, OK 74005-0846, or call (918) 534-1210.

March 9-12 is the 5th National COOL (Campus Outreach Opportunity League) Conference, New York City. For more, COOL Conference, Community Service Office, Admin. Bldg. 100, Fordham University, Bronx, NY 10458; (212) 579-2011.

March 14-16, 1989 is CHALLENGE EAST, a think tank on volunteerism, co-sponsored by the Center for Volunteer Development at Virginia Tech University and the Center for Creative Community. The event will draw largely from the region surrounding Virginia but applications from anywhere are welcome while spaces remain for this limited enrollment event. Location of CHALLENGE EAST is at a mountain lodge resort in the Blue Ridge Mountains of Virginia. Registration fee is \$60 if received by February 1; \$70 thereafter. Write the Center for Volunteer Development, CEC-CVD Suite, Virginia Tech, Blacksburg, VA 24061-0150, or phone Jane Janey at (703) 961-7966. Residents of Virginia may use 1-800-572-2180.

March 16-19 will be the 1989 VIP FORUM (Volunteerism in Criminal Justice) in Columbia, SC. For more, contact the VIP FORUM Committee, c/o Alston Wilkes Society, 2215 Devine St., Columbia, SC 29205. Tel: (803) 799-2490.

Now being planned for somewhat later in spring is CHALLENGE TWO-ONTARIO. The think tank is designed to draw mainly from the Province of Ontario, but applications from elsewhere will be considered. Contact Rob Cole, President, Ontario Association for Volunteer Administration, 3065 Lenester Dr., Unit 5, Mississauga, Ontario, Canada L5C 2B8.

Think tanks are catching on--four or five are already scheduled for next year. We believe it's because they strike a chord in people, witness these comments in the Feedback Report on CHALLENGE ONE--ONTARIO (Rob Cole, Editor) "...it was good to be both a giver of support/advice and a receiver of advice/support from others" and "...it felt like the sun coming out after a storm, like greeting a friend after an absence."

An ADVANCED SEMINAR ON VOLUNTEERISM, conducted by Ivan Scheier, is slated for April 22-23, 1989, in Albuquerque, NM. Preference will be given to people working in criminal justice, broadly considered to include prevention, diversion, etc., but other applications will also be considered on a space-available basis. Sponsored by the National Association on Volunteers in Criminal Justice (NAV CJ). (414) 229-5630. Attendees may choose to participate in the National FORUM which follows this seminar (see below).

(Conference Calendar continued on next page)



Prescribed Participation and the Vanishing Volunteer

by Ivan Scheier

FORUM '89, the national conference on volunteers in criminal justice, will be April 23-26 in Albuquerque, NM. Sponsored by NAVCJ. (414) 229-5630. Mail contact is William F. Winter, Executive Director, NAVCJ, UW-Milwaukee Criminal Justice Institute, P.O. Box 786, Milwaukee, WI 53201.

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Sometime in early May, most likely, will be the formal opening of the Harriet Naylor Memorial Library on Volunteerism at the Center for Creative Community in Santa Fe, NM. Description elsewhere in this issue; inquire further of the Center in February, 1989.

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May 23-24 will be a national audio-interact conference on FUTURING FOR VOLUNTEER PROGRAMS. MedSource. Same arrangements as Feb. 9 tele-conference.

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October 3-5 will be AVA's National CONFERENCE ON VOLUNTEER ADMINISTRATION in Washington, D.C. For more, write the Association for Volunteer Administration, P.O. Box 4584, Boulder, CO 80306 or call (303) 497-0238.

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The National Society for Internships and Experiential Education will hold its annual conference October 25-28 in Santa Fe, NM. For more, write NSIEE at 2509 Haworth Dr., Suite 207, Raleigh, NC 27609 or call (919) 787-3263.

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Two possibilities for the future include a Video-Interact Conference with Ivan Scheier this spring, and a VISIONS think tank on volunteerism next autumn in California. More news as available in the next issue of THE DOVIA EXCHANGE.

Once upon a time, the word "volunteer" meant "to choose." Today, that's no longer certain. Huge needs for unpaid person-power, growing effectiveness in high-pressure persuasion of people to participate, and generally the institutionalizing of volunteerism over the past twenty years--all have tended to take the choice out of volunteering, for more and more people. More and more "volunteering" is done, less by clear "free choice and more by prescription, powerful social expectations, or actual mandate.

Examples:

- students as a "must" part of coursework; teacher tells you to
- transitional volunteers; your therapist prescribes it
- young executives in businesses that want a reputation for social responsibility; the CEO says so
- offenders in community or alternative service; the judge tells you to
- mandated youth community service, school-by-school and sometimes statewide, maybe soon nationally; the legislature says so
- community service required as a condition of membership in a service club, religious, civic or fraternal group; the membership by-laws say so
- likely coming through U.S. Bill H.R. 2156, up to 35% of a U.S. College Loan may be forgiven, plus deferments made easier, in return for an ex-student taking a low-paid (part volunteer?) position with a charitable non-profit
- other possibilities include virtually no recourse but to use "volunteer" experience for resumé-building to enter the job market or drastically change to a new type of position; virtually irresistible media and other social pressure which makes it difficult not to volunteer

This kind of thing has been creeping up on us for at least twenty years. Today, many of the programs I visit, though still calling themselves "volunteer" programs, in fact, have more prescribed participants than volunteers!

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I don't necessarily object. The growing pressure to prescribed participation brings in some new people we otherwise might never see; moreover, they can get a positive experience of community service which leads them actually to choose to continue, when their prescribed term of service is completed.

All to the good, though I can't help wondering how many volunteers we might actually be losing through the process. Here, I mean the person--not uncommon--who has just so much leisure time to invest in community service. Nowadays, that time might have to go to obligated service, where formerly it might have been choiceful.

But mainly, I want us to face up to what is happening, think about it, discuss its implications. For example, I suspect most volunteer program leaders tend to lump prescribed and choiceful volunteers together, not wishing to make unnecessary distinctions. But are the motivations enough alike so the two

can be placed, supervised, and recognized in the same way? I'm not sure about that, always. One consideration here is whether, once we have effectively removed a person's choice not to participate, we at least give them some choice as to how they can participate, and where. I know, for example, of a second-grader whose teacher told her everyone in the class was going to do some volunteer work. She then went home to have her Mother decide what kind of volunteer work she was going to do and when. My question: in what sense was this little girl a volunteer? (She apparently enjoyed the work, but that isn't the question, is it?)

Another area of concern we should discuss is the role of the referring organization or individual and what they can and should do to help make the experience more volunteer-like.

In a broader sense, our challenge is to encourage volunteering without killing it.

* * * * *

SHAKESPEARE NEVER HAD TO RUN A DOVIA MEETING

To start or not to start the meeting? That is the question. Whether to suffer the slings and arrows of those who come on time and weary of waiting, or, by starting, injure those who come politely late? Alas, poor Chairperson. Were that not enough, add to

the challenge the wish to make new people feel welcome, plus the hope of having a little fun (a major goal of DOVIA, although never written as a purpose). As they come in, each person gets a sheet like this:

Instructions: Find a person in the group that fits the description to the right; then have that person sign your sheet on the place provided to the left. Enjoy!

1. _____ Find a person who religiously reads the comics in the paper.
2. _____ Find someone with smaller ears than you.

And so on, in format where #3 might be to find a person of the opposite sex with the same color eyes as you. Give them a wink. #4. Find two people who see themselves as creative. Find out the secret of their creativity. #5. Find someone who has or has had a female boss. #6. Find someone who has kept something silly from their childhood. Ask them to tell what it is and why they are keeping it. #7. Find a person with one more brother or sister than you. #8. Find a person of the opposite sex with an unusual birthmark (and do not ask where it is, unless said information is offered). #9. Find a person who is superstitious about the number "13." Etc.

Broward County DOVIA, I believe, used to set this up in the form of a BINGO card. Whatever, it's easy enough to come up with a few new "finders" each meeting. And, remem-

ber, people can start on the mixer whenever they dribble in. Who knows, when the word gets around how much fun earlybirds are having, laterbirds might change their ways.



1986...1987...1988...1989
...1990...2001

1988 was another F**A**S**T year. We doubt if 1989 will be any slower. So, while we can, let's take time to review and renew.

Renewal first. This is the last DOVIA EXCHANGE you will receive, until you renew your subscription. The enclosed NATIONAL DOVIA NETWORK flyer has the why's and how's of 1989 Network membership. Suffice it to say that once again we've kept fees constant while beefing up benefits. And lest you be tempted to put it off until when you have more time (when is that?), remember that the first 1989 issue of the EXCHANGE is a mere 4-6 weeks from now. Finally, whether or not you plan to be part of the NATIONAL DOVIA NETWORK next year, we'd deeply appreciate your feedback on the following questions. Please send along your thoughts, to help us do a better job next year. Use more space as desired.

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What was MOST USEFUL in the DOVIA EXCHANGE and NETWORK last year?

May we also have your comments on these specific proposals for the future?

***A co-op catalogue, published by the Network which helps you market nationally, locally produced products to generate revenues for your DOVIA, Volunteer Center, etc.

***Discounts on publications, e.g., discount vouchers for DOVIAs who are on the Network and/or their individual members.

***A pilot test, probably regionally, of an information exchange meeting for DOVIAs and related associations--find out how other associations recruit and hold new members, raise money, choose workshop topics, etc. We'd be looking for a host DOVIA and would invite national associations, though the meeting would be primarily for local and state/provincial associations. Very informal.

What was LEAST USEFUL?

Other comments on the DOVIA NETWORK.

The Canadian Association of Directors of Volunteer Services in Healthcare (CDVH) is rightfully concerned at variations which may exist in how and what we record as service hours for service volunteers. In an effort to establish CDVH Statistics Standards, Melsie Waldner has prepared and distributed the following survey for CDVH members. Your members may be interested, too, and so are we here at the Center if you'd care to share results. Can be used as a checklist too. We're betting there's lots of variation as things stand now.

Check the response (or fill in the blank) that best fits your program.

1. VOLUNTEER SIGN-IN SHEETS

(a) The volunteer's time is

_____ calculated to the nearest: ___ 15 mins., ___ 30 mins., ___ hour
_____ estimated (Explain)

(b) The minimum time accorded to a volunteer (if assignment is cancelled or shortened) is

_____ none at all, ___ 15 mins., ___ 30 mins.; hours: 1, 2, 3, 4 (circle)

2. DO YOU INCLUDE THE FOLLOWING AS SERVICE TIME GIVEN BY VOLUNTEERS?

	<u>Yes</u>	<u>No</u>	<u>Comments</u>
Coffee Time	___	___	
Driving to & from duty	___	___	
Initial Interview	___	___	
Orientation	___	___	
On-Going Education	___	___	
Meal Time	___	___	
Meetings, Parties	___	___	
Reading Assignments	___	___	
Recognition Functions	___	___	
Telephoning from Home	___	___	
Other	___	___	

3. DO YOU INCLUDE THE TIME OF UNIQUE/ONCE ONLY OR NON-REGISTERED VOLUNTEERS?

	<u>Yes</u>	<u>No</u>	<u>Comments</u>
Auxiliary meetings	___	___	
Board	___	___	
Choral Groups	___	___	
Entertainers	___	___	
Foundation Events	___	___	
Service Club Visits	___	___	
V.I.P.'s	___	___	
Other	___	___	

4. PLEASE COMMENT ON ANY OTHER SIGNIFICANT ASPECTS OF YOUR VOLUNTEER STATISTICS.

[From The Washington Post, November, 1988]

The most exciting growth company in America has an odd notion of what work should be:

So, hire
a Volunteer
Coordinator!

Certainly it's not a word that leaps to mind with respect to American manufacturing.

Yet, at Farley Industries, we believe that changing what is *not* fun in our workplaces could well be the single most important step toward revitalizing our nation's productivity.

Gloomy, outdated working conditions aren't fun.

Top-heavy, bureaucratic management isn't fun.

Churning out vast amounts of inferior products at the expense of your pride is, most assuredly, not fun.

Fun.

At the root of Farley Industries' success is the firm belief that our employees deserve to enjoy their work. And that it's management's crucial responsibility to create an environment that's healthy, quality-oriented, rewarding, and yes, fun.

Because freed of the disheartening effects of mismanagement and indifference, America's workers will excel...and American

manufacturing *will be number one* again.

At Farley Industries, this is no odd notion. It's reality. And it's working. And that's fun.



Bill Farley, Chairman, Farley Industries

FARLEY INDUSTRIES
America's most exciting growth company

The Free-Lance Volunteer
(Mainly Unaffiliated with Any Group)

Heretofore, organized volunteerism has virtually ignored Free-Lance Volunteers, possibly because they "belong" to no one but themselves, and rarely submit to "management" by others. Today, however, awareness is rapidly building of the power and frequency of Free-Lancers. We are even beginning to realize that—through negotiation, not ownership—we can sometimes benefit from their work, when they happen to be going our way. But first we need to understand Free-Lancers far better, which is just what Eileen Brown of the Center is trying to do. We need your help, and will report back results as soon as we have a large enough sample. So, please try to interview one Free-Lance Volunteer and send the results to Eileen. Thanks.

THE FREE-LANCE VOLUNTEER
AN INTEGRAL COMPONENT OF THE VOLUNTEER MOVEMENT

- 1.) Name some Volunteer projects with which you have been involved.
 - a. Current project involvement?
 - b. Most rewarding Volunteer project?
 - c. Your area of expertise?
- 2.) What motivated you to become involved in Volunteering?
- 3.) In your Volunteer experience, how do you feel you have met the needs of others?
Example:
- 4.) In meeting these needs of others, have your own needs been met?
Example:
- 5.) In your Volunteer experience:
 - a. What do you feel has been your greatest accomplishment and why?
 - b. What do you feel has been your greatest mistake and why?

(Over, please)

- 6.) What community needs do you see that could be met by Volunteers?

- 7.) As a successful free-lance volunteer would you be interested in:
 - a. Sharing your expertise with other free-lance Volunteers, nationally/internationally? _____ Yes _____ No
 - b. In networking with other free-lance Volunteers in your area of expertise, nationally/internationally? _____ Yes _____ No
 - c. Receiving/contributing to a newsletter designed specifically for free-lance Volunteers? _____ Yes _____ No
 - d. Attending workshops/conferences designed to meet the needs of free-lance Volunteers? _____ Yes _____ No

PLEASE ADD ANY ADDITIONAL COMMENTS OR SUGGESTIONS.



Signature

Date

PLEASE MAIL THIS COMPLETED QUESTIONNAIRE TO: Eileen Brown, Project Associate, The Center for Creative Community, 13905 Sky View Dr., Sugarland, TX 77478. Also, if the free-lance volunteer providing the survey information is willing, we would like to have her or his address, so we can contact them later with feedback on the study. Thanks for your help.