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ASSOCIATION FOR VOLUNTEER ADMINISTRATION

The mission of the Association for Volunteer Administration (AVA), an international membership organization, is to promote professionalism and strengthen leadership in volunteerism. Members include volunteer program administrators in a wide variety of settings, agency executives, association officers, educators, researchers, consultants, students—anyone who shares a commitment to the effective utilization of volunteers.

Membership in AVA is open to salaried and non-salaried persons in all types of public, non-profit, and for-profit settings who choose to join with AVA to promote and support effective leadership in volunteerism.

AVA is an association run by its members. Active committees include: Professional Development, Resource Development, Pluralism, Marketing, and Professional Issues. Members also plan the annual International Conference on Volunteer Administration, a major event held each year in a different city in the United States or Canada. This conference provides participants the opportunity to share common concerns and to focus on issues of importance to professionalism in volunteer administration.

Two major services that AVA provides, both for its members and for the field at large, are a performance-based credentialling program and an educational endorsement program. Through the process that recognizes leaders of volunteer programs who demonstrate professional performance standards, AVA furthers respect for and appreciation of the profession of volunteer administration. Similarly, AVA educational endorsement is given to those workshops, courses, conferences, and training events that provide opportunities for professional growth in volunteer resource management.

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

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Note to Journal Subscribers

This issue of *The Journal of Volunteer Administration* (Volume 19, Number 2) is incorrectly labeled as "Spring 2001." According to our previous practice, it should be designated as "Winter 2001." We apologize for this error.

All future issues of *The Journal* will continue the same numbering system, but without a "seasonal" designation. Please be assured that we are working diligently to stabilize our publication schedule and that your subscription will be fulfilled.

Introduction

We are pleased to present this latest issue of *The Journal*. As you page through, you will find we again offer a variety of articles reflecting trends, challenges and successes in our profession.

This issue's book review is incorporated into a report by Mary Merrill on the World Conference on Volunteerism in Amsterdam earlier this year. Mary was a presenter at this key event for the International Year of Volunteers, and she was also selected as our Volunteer Manager interview.

We are very eager to gather more manuscripts to review for future issues. It is a challenge we continually face. We are interested in papers that address issues such as corporate volunteering, and current challenges in both volunteering and administration of volunteers in our political, financial and social contexts. These are suggestions, and we will consider all submissions that we receive.

We encourage you to contact us by e-mail with your ideas. Submission guidelines appear in the final pages of each issue, with contact information. *The Journal* should be viewed as a forum to exchange ideas and information in a spirit of collegiality that will ultimately serve to better position the exciting profession that we have chosen!

Paula M. Anderson
Editor-in-Chief

ABSTRACT

A shift is taking place among organizations that utilize volunteer services as more leaders recognize the benefits of incorporating diversity. Yet many volunteer managers are not sure how to recruit and retain volunteers of diverse backgrounds, and become frustrated with short-lived successes. In this article the authors introduce a model, the Diversity Diamond, that provides a simple, visual way to take an overview of the complexity of organizational diversity. The model directs attention to the multiple aspects of a diversity initiative and is useful for conducting a comprehensive assessment and planning coordinated action steps. The article provides explanations of each facet of the Diversity Diamond and then considers implications for taking action. A key conclusion reached is that initiatives that focus on only one facet of diversity work, such as outreach or awareness training, will do little to promote diversity in the long run.

A Multi-Faceted Look at Diversity: Why Outreach is Not Enough

Heather Berthoud & Robert D. Greene

INTRODUCTION

A shift is taking place among organizations that utilize the services of volunteers. More often than ever before, organizations recognize the tremendous benefits of incorporating diversity in everything that they do. Yet although there is interest, many volunteer managers are not sure how to recruit and retain volunteers of diverse backgrounds. Often the question is asked: What can we do to attract more people of color (or women, city dwellers, people of different income levels)? Alternatively, after a successful recruitment drive, the question may be asked: Why is it that people of diverse backgrounds don't *stay* active? Volunteer administrators often become frustrated—no matter how hard they try, the organization ends up where it started, with essentially the same demographic profile as before the recruitment effort.

As consultants who work with volunteer organizations, often with groups seeking to promote social or political change, we hear these laments. One critical lesson we have learned is that diversity requires much more than outreach or recruitment. Recruitment is vitally important, but changing the composition of the volunteer pool is not enough to successfully incorporate diversity and ensure retention.

In this article we introduce a model that illustrates that outreach is but one of several critical elements that need to be considered when embarking on diversity work. The model provides a simple, visual way to take an overview of the complexity of organizational diversity. The model is useful for assessment, indicating areas for action and what kinds of results to expect from different types of action.

Heather Berthoud, of Berthoud/Greene Consultants, has provided organization development consulting, training, and facilitation to non-profit organizations across the country for 15 years after working as a manager of staff and volunteers. She works with groups from small local service providers to national membership organizations with extensive volunteer systems. Her expertise includes diversity, strategic planning, board development, and management systems. She is a member of the Alliance for Nonprofit Management; the Maryland Association of Nonprofit Associations, the Chesapeake Bay Organization Development Network, and the National Organization Development Network. She has a Master's of Science in Organization Development from American University/NTL Institute.

Robert D. Greene, also of Berthoud/Greene Consultants, provides organization development services for organizations throughout the United States. He is a consultant, trainer, and facilitator with expertise in diversity, board development, strategic planning, and leadership development. He has volunteered extensively with numerous nonprofit organizations. Greene holds a masters degree in Program Evaluation and Planning from the Department of Human Service Studies at Cornell University, and is a member of the Chesapeake Bay Organization Development Network; the Maryland Association of Nonprofit Associations; the Alliance for Nonprofit Management; and the Consultants Consortium.

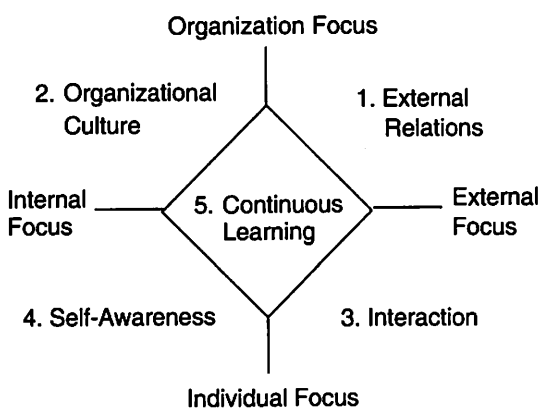
THE DIVERSITY DIAMOND

Organizations are complicated entities, so it is not surprising that diversity initiatives are also complex. As shown in Diagram 1, the Diversity Diamond represents several dimensions of organizational life and makes connections to diversity work. First, attention can be focused at the level of individuals in the organization or on the organization as a whole. This distinction is represented by the vertical axis: *Individual Focus—Organization Focus.* It also makes sense to distinguish between an *External Focus* (how organizations or individuals interact "outside of themselves" with others) and an *Internal Focus* (the "inner workings" of organizations or individuals), and this distinction is represented by the horizontal axis. How individuals communicate, negotiate, and solve problems with each other, therefore, would be an individual and external focus. Organizational policies and procedures—"the way things work around here"—would be considered an *organizational* and *internal* focus. We refer to each of these areas of focus as a *facet* of organizational life.

There is another important facet to consider: what lessons organization members learn from one effort to another. At the core of any organizational change effort, including promoting diversity, is the ability for organization members to learn collectively—in effect, the entire organization must increase its understanding and skill. *Continuous Learning* is the central facet of the Diversity Diamond model. The next sections of this article provide explanations of each facet. Following the introduction to the model, implications for taking action are considered.

DIAGRAM 1

Diversity Diamond model



EXTERNAL RELATIONS

The *External Relations* facet (Area 1 of the diagram), is defined by an external focus at the organizational level. Groups interested in becoming more diverse often start here—they ask how they can best "outreach" to communities they are interested in. Outreach is one element of the External Relations facet of the Diversity Diamond (that is, a focus on how the organization interfaces with the world at large). Questions that often arise when considering outreach include: How do we attract "those people" to our organization? What do they want? How can we make them want what we have to offer?

One national nonprofit organization we worked with considered how they could present themselves through their marketing materials to be attractive to people of color and young people. The organization used a number of ways to reach out: producing promotional materials with pictures of diverse people, selecting projects that might be of concern to diverse constituencies, inviting representatives of diverse communities to speak at public events, translating materials into Spanish, and giving awards to individuals and organizations that promoted diversity.

These actions could have been an integral part of a comprehensive approach to diversity but were insufficient on their own. Although these various efforts allowed the organization to have successful recruitment drives, those who had been recruited often did not *remain* active. That is, effective recruitment brought people in—but without addressing the rest of the diversity diamond, the organization was not prepared for new member volunteers who were different from the existing

majority. New members and volunteers often expressed frustration with an organization and its members that seemed committed to its old ways

Brochures, marketing pitches, and other recruitment devices represent the public face of an organization. Without attention to the other dimensions of the diversity diamond, newly recruited volunteers may begin to have doubts. New recruits will want to know how fully the picture of diversity presented to the outside world represents the actual organization. Is there a diverse range of people in the decision-making bodies that create the programs and promotional campaigns? New volunteers will be quick to recognize whether diversity is incorporated throughout the organization.

Organizations that focus on External Relations but do not take a comprehensive approach (that involves all five facets of the diversity diamond) to diversity work all too often set new volunteers up to fail. Volunteers primarily recruited because of one characteristic, such as race, ethnicity, physical challenge, or sexual orientation may immediately be put in charge of a high profile event or project without sufficient knowledge of the organization or a thorough discussion of the volunteer's interests. A newly-recruited volunteer of color is all too often expected to represent all minority interests in the organization and to be an ambassador for the organization to the larger community (demonstrating how diverse the organization is).

ORGANIZATIONAL CULTURE

Area 2 of the diagram represents an internal focus at the organizational level, that is, a focus on *Organizational Culture.* Ultimately the success of volunteer recruitment efforts is evaluated on the basis of the contributions recruits make to the organization over time. In other words, recruitment drives will be wasted without equal attention to *retention,* which requires an examination of the internal workings of the organization—the Organizational Culture facet of the Diversity Diamond.

Just as different ethnic groups have identifiable cultures, so do different organizations. An examination of an organization's culture includes looking at formal structures and policies as well as informal habits and norms—the *ways of the organization* that constitute its particular style. Are people's interactions generally friendly and congenial or formal and distant? Is volunteer recognition based on team or individual achievement? Is information shared widely or kept close? Do people communicate primarily on paper, electronically or verbally? Is the authority structure relatively flat or are there many layers to the hierarchy? Is the organization open to innovation or is the focus on doing things the established way?

It is critical to consider this facet of the Diversity Diamond because all too often the organizational culture ("the way things are done around here") is out of step with publicly espoused values, such as valuing diversity. Well-intentioned leaders *may not even be aware* that the organizational culture and espoused values are not aligned, which can lead to great bewilderment if volunteers of various racial and ethnic groups do not stay involved.

Organizational Culture is often a blind spot in diversity change efforts, yet without addressing this critical facet, diversity efforts may be met with skepticism or cynicism. Often the implicit assumption among long-term members is that new recruits will assimilate into the organization and become "just like us." For example, in the national organization mentioned earlier, meeting time and location affected volunteer retention. Long-time members, who were generally older and economically well-off, had held meetings on weekdays in their suburban homes for many years. In many cases, newer members (recruited during a successful urban volunteer recruitment effort) who were often younger, had small children, and typically had inflexible work schedules,

had great difficulty attending meetings and gradually dropped out.

How meetings are run also makes a difference. The board of a women's shelter, which included several white professional women, were comfortable with strictly task-oriented meetings that they considered to be highly efficient. As they worked to diversify the board, they found they needed to incorporate more social time in their meetings. A more subtle issue that this board considered was to understand why some people spoke up frequently and were heard while others were quiet and did not have as much input. The assertive style of some of the professional women was found to be alienating to others, including, it turned out, some of the other professional women. They decided to try using a meeting observer who would track who spoke when, how they were responded to, who was ignored, who shifted the direction of conversation, etc. A regular part of the meeting would then be devoted to sharing the observations and discussing people's reactions and perceptions.

Meeting style and substance is just one of many dimensions of organizational culture that can and should be examined. In short, how an organization conducts its internal affairs speaks volumes to new volunteers.

INTERACTION

Sometimes organizations attempt to create change by addressing the issue of culture without examining other dimensions of the Diversity Diamond. Changes in formal policies are made, new processes put in place, new rules are legislated, but because work focused at the individual level of personal awareness and social relationships is not done, the changes remain superficial. Area 3 of the diagram, *Interaction*, describes an external focus at the individual level. Effective interaction—the ability to engage and work productively with people from various backgrounds—is necessary for building the inclusive organization. Interaction is the facet of the Diversity Diamond that focuses attention on how individuals relate to other individuals.

The key to effective interaction across differences is to make those very differences an explicit part of the conversation. It is by discussing our differences, rather than making them taboo, that people learn to better understand each other, negotiate more effectively, recognize everyone's contributions, resolve disagreements, and engage in creative problem solving. The board of the women's shelter previously mentioned began a discussion of what constituted assertive behavior. When was someone overbearing or merely assertive? Some of the board members were lawyers, practiced in the art of aggressively negotiating (without taking things personally). Others were unaccustomed and uncomfortable with this approach. At the same time, some members openly expressed their emotions, which they saw as demonstrating passion and energy, while others saw this as inappropriately expressing anger. By discussing these different ways of interacting, they were able to start to understand each other better.

Work in this facet of the Diversity Diamond involves the opportunity to develop a habit of learning how to navigate the various social and professional behaviors of our colleagues. We emphasize a habit of learning because developing cultural competence (the ability to interact appropriately with people of different cultures while minimizing culture shock for oneself and for others) is not the same as knowing exactly what to say and do at all times. Leaders in one volunteer organization asked us (in almost exactly these words), "What do African Americans want"? Essentially, they wanted us to give them guidance on how to successfully interact with all major racial and ethnic groups, so that they would be alert to the preferences of various groups and would not make any mistakes. Reaching that kind of perfect competence is impossible, and waiting until one gets everything just

right is a sure way not to get started at all. Cultural competence requires, instead, adopting a stance of curiosity and inquisitiveness, learning to ask questions, and checking out our assumptions in a respectful manner.

Interacting with others who may be different in some important ways requires a large measure of humility. Because each of us is immersed in our own culture (racial, ethnic, religious, etc.), we are likely to think that our way is the way. Until we interact directly with those who are very different, we may have no cause to examine why we do what we do and think the way we do. Yet we are likely to judge those who act out of a different set of assumptions or culture. If we are not aware of the cultural underpinnings of our judgements, we can be prone to express unintentional bias. The careless comment, the irritation at new or different ways of approaching problems, the innocent joke, the rush to judge ways of interacting are all evidence of unintentional bias. Dialogue that allows people to explore the impact felt by some of the "well-intentioned" but careless comments or the "just-for-fun" joke helps bring unintentional biases to the surface. In the long run, such interaction can promote increased understanding and provide the basis for building trust and renewing relationships.

SELF AWARENESS

No one wants to believe that they have biases, but even people who are well-intentioned and support diversity in principle have them. Others are likely to be more aware of unintentional biases than the person who holds them. If and when confronted, a person can legitimately say, "I didn't mean anything by it", or, "I had no idea." One's ability to increasingly recognize biases and interact with others effectively depends to a great extent on one's own awareness. Socrates calls to us across the ages with the injunction, "Know thyself." With respect to diversity, Self-Awareness (Area 4, the facet of the Diversity Diamond that focuses on individuals' internal life) refers to increasing understanding and acknowledgement of one's own personal beliefs, attitudes, assumptions, and behaviors. Everyone is part of the diversity picture, and through self-reflection, the individual learns to see that diversity is about "me" as much as it is about "them."

For example, in a small non-profit office, an African-American woman was upset by the work habits of her Latin-American colleague. Rather than conduct himself with the fastidiousness she was accustomed to as a federal worker and school teacher—clear and adhered-to schedules, formal meetings, clearly demarcated personal office and work space—he preferred a more gregarious approach. He was talkative, invited people into his office at all times regardless of what was already scheduled, and moved in and out of her office freely. One day in conversation, he revealed that he was raised in the mountains in a small village where the houses had no doors. People came and went into each other's homes with impunity. Immediately, she understood that what she had seen as disrespectfulness and poor work habits were, for him, exactly the opposite. He was being responsive and accessible, critical work values for him. Until they had this discussion, both parties judged the other from their own cultural lens.

As awareness increases, often through interactions with those who are different, individuals can better understand their own contributions to the dynamics of diversity and take responsibility for their part in organizational dynamics. Some members of an all-volunteer cross-cultural task force initially resisted the idea of participating in a diversity training workshop that we facilitated. As one member (a woman of color) put it during the evaluation, "I didn't understand why we needed diversity training—we're already diverse!" Yet as group members explored their own personal understanding and their interactions with each other, they

identified incorrect assumptions they had been making about each other. They recognized that they had a wide range of views regarding diversity and acceptable behavior, even within their exceptionally multicultural group. The workshop offered individuals an opportunity to focus carefully on their values and preferences, how those preferences shaped their perceptions of others, and what kinds of interactions they valued. With greater awareness, they were better prepared to interact with each other more effectively and to join together to further their work in the community.

CONTINUOUS LEARNING

The willingness and ability to learn from each new interaction and each new program is central to diversity work—Continuous Learning (see Area 5 of the diagram, page #) is at the core of the Diversity Diamond. The world is changing too rapidly for any of us to have all the answers. And whatever answers we may believe we have will only be "right" for a limited time. It is better to begin a diversity effort knowing that the process will require that we update and revise previously held truths rather than expecting to figure it all out once and for all.

A change made in one facet of the Diversity Diamond will have an impact on another facet. An organization may begin a diversity effort by creating new outreach programs only to learn (if the group's members are open to learning) that the organizational culture does not welcome of diversity. The program may be launched with great fanfare, only to fizzle out soon after when newly recruited members leave. Alternatively, after participating in awareness-building training and interacting with people from a wide range of racial and ethnic backgrounds, group members may realize the need to take broader action in the organization to ensure that improved individual interaction is supported through the formal and informal organizational culture. What has worked for years may need to be reviewed: a group may have created effective relationships with the local African-American community, but may now need to decide how to respond to an influx of immigrants from Southeast Asia into the neighborhood. Even when there is one kind of diversity, for example, racial diversity, an organizational culture may not be as supportive of those who are gay, much older (or younger), or physically and emotionally challenged. Recognizing that there will be ongoing learning means that an organization must be open to a broad range of changes. Rather than seeing diversity as a "quick fix" solution to the challenge of the moment, the goal should be incorporating diversity throughout the organization.

CHOOSING ACTION STEPS

We have found that successful diversity initiatives require:

- Strong leadership commitment coupled with realistic expectations.
- Seeing the effort as an ongoing process.
- Focusing attention on multiple facets of the organization.
- Using multiple types of interventions.
- Learning from successes and mistakes.

The Diversity Diamond helps focus our attention on different types of action and how they may be coordinated. While action is needed in all facets and should be coordinated, action need not be carried out simultaneously in all facets. It is more important to keep all facets in mind and ensure that they are addressed over time, than it is to try to do everything at once. Even small organizations with limited budgets can, like larger organizations, use the model to promote diversity by planning a long-term process, and identifying which changes in each facet can be accomplished with available resources, and those that will require additional funding.

GAINING AN OVERVIEW AND CONDUCTING PLANNING

As mentioned previously, it is common for groups to jump in headfirst and try a new publicity effort or new program (Outreach) or to organize a training session (Self-Awareness) without having a thorough understanding of the issues involved. A diversity initiative should begin, however, with the Continuous Learning facet: understanding the state of diversity dynamics in the organization and planning an effort that involves coordinated action in each of the five facets. For example, many groups want to increase the diversity of the Volunteer Board of Directors. Before bringing new members on board, the long-run success of the effort will be increased if the current board: (1) conducts a thorough assessment of its effectiveness, and (2) considers the current mix of board members' skills, experiences, interests, and racial and ethnic attributes. It may be the case, for instance, that the board is lacking someone who has experience and skill in accounting as well as lacking men of color. Board members could then make a focused effort to contact professional associations for accountants of color.

A solid effort at developing a baseline understanding of the current diversity picture in all facets of the Diversity Diamond is critical to determining a course of action. Information can be gathered in many ways, for example, through surveys, focus groups, interviews, benchmarking other organizations, and conducting a literature search. Questions of interest include: What are the current and projected demographics of the service area? How is the program viewed by current and potential constituents? What successes and mistakes have we already had in terms of diversity work and what can we learn? Without adequate information, it is difficult to set appropriate goals or develop adequate action plans, in which case diversity efforts are more likely to be scattershot or incomplete.

At the same time it can be tempting to get lost in the research alone and mistake it for action. The challenge is to learn enough to inform the start of the diversity process. After the initiative is underway, it will be necessary to continuously reflect on what we are learning as action in one facet of the model generates new learning and informs subsequent action in other facets.

INCREASING AWARENESS

After assessing the organization and developing a comprehensive plan of action, it is common to initiate some form of awareness-building activity, most commonly training for all staff and volunteers (Other actions that build personal awareness include reflection through keeping a journal, reading, and regular dialogue with others). As the organization embarks on the diversity journey, it is critical that the individuals within the organization are prepared to take their part. Their awareness of differences, and of their own biases and preferences, will be fundamental to shifting the dynamic in the organization.

Unfortunately, this is often the only action step that is taken. Training to increase awareness is vital, but should not be seen as an event isolated from other efforts. If self-awareness training is the primary focus of diversity work, not only will the other organizational facets be ignored, but people often walk away feeling that they, as individuals, are being blamed for the organization's lack of diversity.

Personal awareness may begin to shift at a training, but it will need to be sustained and further developed after the training session is over. Attention will need to be paid to how the group as a whole will follow-up. Will there be support for changing behaviors and acting on the insights gained from the training? For example, individuals may decide to organize a group to increase their awareness through reading and discussing books about diverse cultures and ideas they are

unfamiliar with. However, because there are likely to be differences of opinion, and because unintentional biases may be explored, dialogue and negotiation (both Interaction skills), and meeting design and facilitation (Organizational Culture) skills will be important. An awareness-building training session may encourage attendees to reflect on how unintentional biases affect team collaboration (an example of Interaction), but if supervisors do not allow or reward collaboration (in other words, the Organizational Culture does not support teams), the training session will have little long-term impact.

IMPROVING INTERACTION

Along with awareness training, many groups also initiate training in communication, negotiation, or conflict resolution skills—all of which are important, given the central role Interaction plays in promoting a diverse organization. Other action steps may include establishing dialogue groups in which discussion about differences can occur, and encouraging shared celebrations of diverse holidays.

Focus on interaction helps people translate their new awareness and curiosity about others into productive engagements. More effective and creative problem-solving and collaboration across differences is the desired outcome. However, it is important to remember that diversity involves more than how people "get along." Over-emphasizing interaction may lead to ignoring organizational policies and procedures. As one participant in a training session said, "What good is it if people are nice to me but I can't get ahead in the organization?"

EXAMINING STRUCTURE, POLICIES, AND AUTHORITY RELATIONSHIPS

It can be challenging to identify aspects of Organizational Culture and the impact of the culture for diversity. No one individual can possibly identify all relevant characteristics, so it is important to encourage a frank sharing of views with staff, board members, volunteers, and potentially other stakeholders, such as colleagues in partnering organizations. Conducting focus groups, surveys, and discussion groups (activities that also contribute to Continuous Learning) can help. Based on the results of this exploration, it may be necessary to make some changes in the way volunteers are managed to make sure that they are supported and supervised appropriately.

For example, there may be subtle biases in the volunteer interviewing and assessment process. Managers may mistake a preferred style for actual skill. A manager may be more comfortable with one volunteer who is socially outgoing but be critical of another, quieter, volunteer, even though both volunteers effectively accomplish their work. It is important to ensure that the most exciting, sought-after projects, as well as mentoring and recognition, are provided equitably.

Volunteer managers should be sure that the organization is effectively accommodating people's differing volunteer schedules and special needs, such as childcare or physical challenges. For example, a requirement that all introductory training occur on Saturday mornings may inadvertently disadvantage some people who attend religious observances at that time.

Organizational Culture is a challenging facet to address because most people do not "see" it. Especially for people who have been in the organization for a while, culture is simply "the way things are done"; it is taken for granted. Developing a shared vision of the way the group would like to be and then identifying and implementing the behaviors and policies that support the vision are critical steps. One way to start to identify an organization's culture is to facilitate discussions with new and long-term volunteers and employees regarding "what it's like to volunteer (or work) here." How is it different to be involved in this organization in contrast to organizations with similar missions and constituencies?

Culture does not change overnight. For this reason, it is often ignored or perfunctorily addressed. Yet if culture is given short shrift, it make it difficult for some to succeed, leading to confusion and disillusionment.

CREATING AND ADAPTING PROGRAMS, PROJECTS AND PRODUCTS

How an organization responds to diverse communities—External Relations—will be improved as work on the other four facets of the Diversity Diamond proceeds. Groups will be better able to conduct intentional and assured volunteer recruitment campaigns the more that members have a thorough grounding in diversity dynamics. A key to successful outreach, therefore, is not simply to employ better advertising, but to ensure that group members fully understand the concerns and perspectives of the community of interest. Establishing a community Advisory Council and conducting focus groups in the community are ways to gain feedback on people's perceptions of the organization's image and effectiveness. Including the community's voice in an organization's strategic planning efforts can both inform the organization's development of projects and programs, and build relationships with key stakeholders and communities. The information gained will inform other facets of diversity.

Overemphasizing External Relations through "outreach" carries with it the implicit assumption that all that promoting diversity requires is creating an effective slogan or advertising campaign. The need to look "inside" and increase awareness and skills or change policies and practices may be ignored. It is often expected that new volunteers or members will do all the changing and "assimilate" to the organization as it is. This can lead to the widely held view that many diversity efforts are just superficial "window dressing." On the other hand, the concerted effort to build partnerships with community groups and listen to the hopes and concerns of people from diverse heritages can demonstrate an organization's commitment to a multicultural society.

CONCLUSION

Creating change in organizations is difficult, regardless of the type of change desired, and promoting diversity is no different. It is a process, not a one-time event. In some ways, promoting diversity is no different than creating an organizational emphasis on customer service or continuous quality improvement. One day of training in customer service or quality is not enough to ensure that staff and volunteers have the understanding, skills, support, and resources to respond to customer service concerns effectively. And the development of a snappy slogan or inspirational slide show are not enough to sustain organizational diversity long-term.

The Diversity Diamond model directs attention to the multiple aspects of a diversity initiative and encourages a multi-faceted assessment and coordinated action steps. Most importantly, the model reminds us that ongoing learning is part of the process. We will make mistakes along the way, but mistakes provide the best opportunities for learning. The work is rich and ongoing; that is what makes it exciting.

ABSTRACT

When the Senior Services Board Committee of Ruth Rales Jewish Family Service convened for the first time in October, 1988, it was decided that the mission should be goal-oriented, focusing on only one issue to accomplish by year's end. The project should be (a) attainable by May, 1999 and (b) not cost the Agency any new dollars. After discussion about the many unmet needs of our elderly, it seemed feasible to focus on setting up a supplemental transportation service, to be staffed by volunteer drivers and to be used for helping meet "quality of life" rather than essential needs. "Kibbitz and Ride" was launched by March, 1999. This article focuses on the steps which needed to be taken to actualize the Committee's vision.

"Kibbitz and Ride": A Grassroots Volunteer Effort to Address Transportation Needs of the Frail Elderly in South Florida

Marcy Bezark and Joan Ensink

INTRODUCTION

The need for an alternative to driving a car to meet the mobility needs of an aging population is apparent everywhere, and particularly in South Florida with its special appeal for retirees. According to a report in the New York Times five years ago, there were 13 million American drivers aged 65 and over facing the dilemma of no longer being able to drive. These numbers are expected to reach 30 million by 2020.

Imagine you are someone who can't see anymore because your macular degeneration has progressed too far. Imagine you don't drive and your spouse has to move to a nursing home, but existing transportation programs will only take you to medical appointments. These are not uncommon situations. Without a car, many older people become isolated and depressed.

Although there are some alternative transportation services available, these are mainly for life-sustaining needs. "Quality of life" activities are sacrificed. For taxi service, there are fees involved that are prohibitive for some seniors. Para-transit services may run on set schedules and only in certain locations. For many of the frail elderly, getting into a van or bus may be difficult without assistance. Often the bus stop has no overhead protection from the rain or beating sun. Some bus stops may be a mile away from their house or apartment. In addition, all of these means of transportation lack the personal touch.

Our agency's response to this growing concern was the development of "Kibbitz and Ride": a transportation program run by volunteer drivers who use their own cars to provide door-to-door service for "quality of life" activities not normally available through existing transportation programs.

BACKGROUND

In June of 1994, the Board of Ruth Rales Jewish Family Service established a series

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Joan Ensink is a Licensed Clinical Social Worker, with over 20 years experience in the field, both in England and in the United States. She is Director of Senior Services and Special Projects at Ruth Rales Jewish Family Service, where she has worked for 9 years, coming from a background in Community Mental Health, psychiatric services and private practice. She is vitally concerned about the needs of older adults and, in her position at Ruth Rales Jewish Family Service, is helping to spearhead new programs designed to better meet those needs.

of committees focusing on the programs offered by the agency and on ways of enhancing our service provision in an ever-changing community. One of them was the Senior Service Committee, which began to explore a variety of unmet needs of our seniors: transportation, respite, chore worker and other home care needs, serving isolated "second story residents" in communities where there are no elevators, personal affairs assistance (bill paying, budgeting), etc.

When the Senior Services Board Committee initially met in October, 1998 to continue the previous group's work, it was decided that its mission should be goal-oriented, focusing on only one project, to be accomplished by May, 1999. The Transportation Project evolved out of the first meeting.

In early discussion, the Committee focused on discrete, but inter-related tasks necessary in reaching its goal of establishing a pilot volunteer driver program called "Kibbitz and Ride":

- Researching the need in our community
- Exploring what programs already exist
- Exploring the feasibility of recruiting volunteer drivers

Committee members volunteered to gather information regarding the above topics and organized their research around the following questions:

- Who is eligible?
- What will be provided?
- What is the cost, if any?
- How often may a person utilize the service in a week/month?
- How much advance notice is needed?
- How many people are picked up in a single run?
- What are the geographical boundaries, if any?

Incorporating ideas from other successful Jewish Family Service and Federation programs around the country, the committee decided to form a pilot program as a way of "testing the waters". A pilot program would (a) cost the agency little, if anything, (b) identify problem areas, (c) create interest amongst prospective volunteer drivers and (d) act as a "model" to generate funding for a larger program later on.

In subsequent Committee meetings, "ground rules" were worked out:

- It was decided that the pilot program would be open initially to existing counseling and care management clients of the Agency.
- Clients had to be ambulatory, i.e. walk independently or with a cane/walker.
- No fees would be charged, but donations to the Agency, if offered, would be accepted.
- Although clients would not be means-tested, it was hoped that only those who could not afford to pay for a private carrier would be referred.
- Clients would be referred by their care manager/therapist to the Coordinator of Volunteer Services, who would contact an available driver. The driver would then call the client and make arrangements for the ride.

After the ground rules were established, the Committee presented the program to the Board and it was approved. The pilot program would commence on March 1, 1999.

RECRUITMENT

The "Kibbitz and Ride" volunteer driver program initially attracted five prospective volunteers without the necessity of "hard core" recruitment efforts on our part. One driver had served on the Senior Services Board Committee and welcomed the hands-on opportunity. Two other volunteers had heard about the program from friends already volunteering in our agency. A fourth driver was an employee of the agency who wanted to volunteer for the program after work hours. And, finally, the last volunteer had been involved with a similar driver program in North Carolina and wanted to help during the winter months while vacationing here.

Prior to beginning, all volunteers completed an application which included three reference checks. In addition, a motor vehicle driving history is recorded, and a Florida Department of Law Enforcement clearance is completed. Volunteers must have a valid drivers license and carry at least $100,000/$300,000 bodily injury limits of insurance covering the driver and vehicle being used.

TRAINING

All volunteers participated in a two-hour training meeting prior to beginning their assignment. The topics included "Challenges in Our Interactions with Seniors", "Do's and Don'ts for Client Contact", "Listening and Communication Skills" and "Emergency Procedures". The Director of Senior Services and the Coordinator of Volunteer Services co-facilitated the meeting. Volunteers were also provided with a list of "tips" when scheduling rides: (see list of "tips")

Staff members were given guidelines for making ride referrals. It was emphasized that the rides were to be for "quality of life" activities not normally available through existing transportation programs. Staff requests were to be made to the Coordinator of Volunteer Services, who also acted as dispatcher, one week in advance. A Driver Request Form must be completed for each ride request. (see sample)

MORE THAN A RIDE

"I want people to know how special this program is, enabling these people to go to things to enrich their lives", stated one driver. The program began on schedule in March, 1999. Volunteer drivers have transported clients to discussion groups, bridge clubs, bereavement groups, congregate lunch programs, shopping, Motor Vehicle Bureaus, art museums, religious services and holiday parties. On several occasions, volunteers have taken bereaved clients to the cemetery and stayed with them while they visited loved ones.

The most touching part of the "Kibbitz and Ride" program is the relationship that often develops between driver and client. One client who attends a weekly current events discussion group began making reading recommendations to the driver and providing her with news articles to read. The volunteer commented, "The funny thing is, I'm actually reading more now since she started doing this." Another driver spent a holiday with a client whom she knew would be alone. When the driver's husband died several months later, the client asked our agency for a ride to attend the memorial service.

Although most drivers provide rides on a one-time basis, one driver has been transporting three clients each week to and from an agency bereavement group. One of the clients has already invited the other clients and the driver to her home for coffee after one of the meetings.

By fall of 2000, over 475 one-way rides had been completed, serving over 48 clients.

CHALLENGES

The recruitment of drivers remains a major challenge for the successful expansion of the "Kibbitz and Ride" program. At the present time, there are eight drivers in the program. However, with volunteer vacation schedules and the increasing growth of our client base, it is not always possible to fill requests immediately. Recruitment efforts will be a high priority for us as more and more people depend on their mobility for the quality of their lives. Hopefully, other agencies such as ours will take on the challenge of developing a volunteer driver program as a transportation solution.

ACKNOWLEDGMENT

Thanks to Minneapolis Jewish Family Service for allowing us to borrow the name "Kibbitz and Ride" from their driver program.

DRIVER REQUEST FORM
RUTH RALES JEWISH FAMILY SERVICE

Today's Date _____

Client's Name _____

Client's Telephone Number _____

Client's Address (including subdivision)

_____

_____

_____

Date of appointment _____ Day _____

Time of appointment _____

Time client would like to be picked up _____

Where is appointment? _____

_____

_____

Length of appointment _____

Date of appointment _____ Day _____

Client information: Ambulatory _____ Vision Impaired _____

Other assistance _____

Other relevant information for driver _____

_____

For office use only

Client's Name _____ Client's Telephone Number _____

Date of Appointment _____ Time of Appointment _____

Driver Assigned _____ Driver's Telephone Number _____

SOME TIPS FOR VOLUNTEER DRIVERS

1. Be punctual and predictable. Let the client know if you cannot come at appointed time. Some are quite anxious, and a delay of even 10 minutes can seem like hours.
2. After receiving your assignment, call the client to confirm the service. It is a good idea to call again the morning you are scheduled to drive to reconfirm. If the passenger lives in an apartment building, ask if he or she can wait for you in the lobby.
3. Remind the client to bring anything necessary for the appointment (i.e., glasses, medication, hearing aids).
4. If the client cancels the scheduled ride, please contact our office. If you arrive to pick up the client and he/she does not answer, call the office at once.
5. Drivers should escort the client to the car and provide any necessary assistance. Keep in mind that not all clients need or want assistance in getting in or out of a car, but they may appreciate your asking.
6. Ask the client to fasten the seat belt. You may refuse to transport any client who refuses to wear a seat belt.
7. Drive the client to the scheduled destination. Escort him/her into the building. Depending on the type and anticipated length of the appointment, you may wait for the client or return for him/her at a scheduled time.
8. When you arrive at a physician's office with a client, it may facilitate the appointment to tell the receptionist (with the client's permission) that you are a volunteer, and ask how long the appointment will take. Be persistent!
9. If a client asks you to drop him/her somewhere other than home after the appointment, that's o.k. If the client asks you to take him/her to the supermarket or pharmacy on the way home, it is up to you, if you have the time.
10. **If a client wants to schedule a ride for another date, tell the client to call his therapist/care manager to arrange this.**
11. Be an attentive listener. Leave your personal troubles at home.
12. Do not accept gifts or money from a client. If he/she insists, you may suggest making a donation to the Agency.
13. It is recommended that Drivers do not disclose their telephone numbers to clients.
14. Drivers should contact the Agency with any concerns regarding the clients or the program.
15. **In the event of a medical emergency call 911. It is essential to also contact the Agency immediately (852-3333) in order that family members can be notified.**
16. Try to stay neutral and non-judgmental. It is never advisable to give specific financial, medical or legal advice.
17. Volunteer Drivers will be invited to periodic training meetings to share successes and concerns.
18. **Be relaxed. Enjoy yourself.**

ABSTRACT

This article provides insights into how corporate employee volunteer programs are run, what they hope to accomplish and how these results are assessed by their administrators. Data presented was collected in a survey of individuals who administer corporate volunteer programs in the Chicago-area. Findings will be useful to those companies wishing to initiate or fine tune their efforts to encourage employees' work with nonprofits, as well as to agencies and communities seeking to work with corporate volunteerism programs.

A Look Inside Corporate Employee Volunteer Programs

Dr. Ellen J. Benjamin

INTRODUCTION

A great deal has been written about the nonprofit sector's reliance on volunteers and the habits of volunteers themselves (Lake; Saxon-Harrold). As a result we know much about who volunteers, where and why people volunteer, what is expected while on the job, what turns volunteers off and how officials within nonprofits might effectively administer their volunteer programs (Brudney; Cnaan and Amrofell; Hedden). Research has focused narrowly on defining the terms (Cnaan, Handy and Wadsworth) and broadly on identifying the determinants (Fleishman-Hillard Research; Smith), resulting in resources for nonprofit administrators that range from websites (www.energizeinc.com; www.volunteertoday.com), to textbooks (Fisher and Cole), to journals *(The Journal of Volunteer Administration).*

Among the critical things we have come to realize is that while most Americans believe more volunteerism is needed today than five years ago, they are devoting fewer hours to it themselves (Marchetti). Corporate employee volunteer programs, which include a variety of company-sponsored efforts to encourage employees (and sometimes retirees) to donate time and skills in service to the community, are potentially one method for addressing this problem (Meyer; Van Fossan). These volunteers have the potential for supplying the nonprofit sector with new talent, energy and resources, as well as a fresh perspective and low cost solutions to meeting needs (Vizza, Allen and Keller).

While still offered by only a limited number of American businesses, these programs appear to be increasing in number, size and scope (Points of Light Foundation), a trend that may in part result from attention drawn to corporate employee volunteerism through the President's Summit on America's Future in April 1997. Curiously though, much less is known about or published on the subject of corporate employee volunteer programs than about the societal need for volunteers and the motivational characteristics of volunteers themselves. This disparity was underscored in a recently published 29 item bibliography on volunteerism (Golensky) that included only one citation dealing with corporate employee programs.

In part, the lack of citations is due to the fact that several publications pertaining to corporate employee volunteer programs are now out-of-print and hard to obtain (e.g., *Evaluating Corporate Volunteer Programs; Building Partnerships with Business: A Guide for Nonprofits).* Other excellent pieces are decades old and seem to have

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been forgotten (Wattel), or, were produced primarily for local audiences and not widely circulated (Corporate Volunteer Coordinators Council N.Y. Metropolitan Area; Corporate Volunteerism Council of the Minneapolis/St. Paul Area).

Of the literature that is available, four surveys stand out as presenting particularly useful overviews of the field (Points of Light Foundation; Rostami and Hall; Volunteer—The National Center, 1985; Wild). For the most part however publications on corporate employee volunteerism focus on guidance for company administrators, rather than on analyses of either data or theoretical questions. Topics include suggestions on how to:

- participate in a corporate volunteer council (Kirk, Klug and Monroe);
- identify stakeholders, define levels of company support, identify benefits to the company (Seel);
- develop volunteer motivation and recognition, work effectively with nonprofits, communicate for success (Corporate Volunteerism Council);
- align volunteerism with a corporation's mission and philanthropy, connect employee interests and community needs, shift toward decentralized employee-run programs (Mathieu);
- set goals, develop structures and corporate policies (SSR, Inc.);
- select program options for inclusion such as a clearinghouse, skillsbank, matching monetary or in-kind awards (Plinio and Scanlon);
- create family friendly volunteering (McCurley; McKaughan);
- manage legal liability and insurance issues (Tremper and Kahn); and,
- recruit volunteers and evaluate program impact (Vineyard).

Some of these publications include moving portrayals of employees' experiences as volunteers (Forward), others present case study examples of the sponsoring businesses (Fleishman-Hillard Research; McKaughan; Plinio and Scanlon; Solomon, Ragland, Wilson and Plost; Vizza, Allen and Keller) or provide samples of company materials utilized to promote employee volunteerism, such as newsletters, award certificates, and employee forms (Corporate Volunteer Coordinators' Council). This is a qualitatively rich literature written, for the most part, not by scholars but by those with personal experience running corporate programs who intend to offer practical advice and encouragement.

The relative inattention of academicians to corporate volunteerism is surprising given that so much research has been conducted about the other half of this equation—the nonprofit programs that want volunteers. The processes of supplying and receiving volunteers are, after all, symbiotic and could perhaps be even more effectively linked if each party better understood the other's desires and constraints (Heidrich).

This study seeks to aid that understanding by contributing further information to existing works on volunteerism. While many of the findings will prove particularly useful to businesses, there are lessons to be considered by both for-profit and not-for-profit executives who seek to promote volunteerism.

METHODOLOGY

The questionnaire utilized to collect data for the research reported upon in this article was designed by a DePaul University research team with input from two prominent Chicago-based coalitions focused on philanthropy: The Donors Forum of Chicago (a regional association of grant-makers) and The Chicagoland Employee Volunteer Council (a metropolitan alliance of businesses interested in promoting employee volunteerism). Each of these coalitions proposed topics for inclusion in this study that they considered to be relevant to their membership, yet minimally reported upon in scholarly literature and poorly understood by the effected parties. In addition, corporate foundation directors who had previously run volunteerism programs were utilized

in pre-tests of the survey to refine it for maximum validity, reliability and utility; none of these individuals were included in the subsequent data collection.

The questionnaire was mailed during summer 2000 to the 43 members of The Chicagoland Employee Volunteer Council. Fifteen responses (a 35% response rate) were received and analyzed. All but two participants reported the date of initiation for their volunteerism program. Among these respondents, a third indicated they were reporting upon a volunteerism program initiated before 1981, while nearly twice as many respondents represented programs in operation less than 10 years.

Information was collected from a cross-section of industry types, including the fields of banking, telecommunications, manufacturing, retailing, utilities, and service industries. The majority of respondents (67%) reported on companies with 5,000 or more employees and none had less than 100 employees. Although corporate identification was optional for those completing the questionnaire, nearly half the respondents chose to indicate their affiliation. In total, 60% of the study's respondents indicated that their company was national and an additional 20% international in their operations, rather than regional or local. Given this sample, it is not surprising that every one of the respondents who choose to self-identify listed their affiliation as being with a large and well known corporation, mostly from a corporate headquarters office.

It should be noted that the preponderance of large companies known to have participated in the study through self-identification may be an artifact resulting from the pool willing to self-identify but, probably more importantly, reflects an attribute of the population sampled. For example, both the City of Chicago and the membership of The Chicagoland Employee Volunteer Council contain a disproportionately high ratio of major corporations relative to other cities around the country. As a result, findings of this study cannot necessarily be generalized to practices in all locales or by all businesses.

ADMINISTRATION

Based on a comparison of their 1992 (Wild) and 1999 national surveys, The Points of Light Foundation credits administrators of employee volunteer programs with an increasing application of "disciplined management tools and techniques." Despite the evidence they find of increased professionalism during the past decade, Foundation authors also point to the difficulties apparent today as a result of instability in the volunteer management function (nearly a third have been on the job a year or less) and a juggling of multiple duties for those overseeing employee volunteerism (two-thirds spend less than half their time on this effort).

This first section looks at the administration of employee volunteer programs within Chicago-area businesses by focusing on *Staffing and Financial Management.* The background presented provides a context to draw from in the two subsequent sections that examine PROGRAM DESIGN and PROGRAM RESULTS.

Staffing

Not surprisingly, many corporations make a connection between their philanthropic grant-making and their efforts to encourage employee volunteerism. This is particularly evident when looking at the staffing of volunteer programs.

Three fifths of respondents indicate that primary responsibility for their employee volunteer program rests with philanthropic staff (foundation or corporate giving). While one company indicates that responsibility is shared or rotated among departments and examples emerged of companies that assign management of volunteerism activities to communications, corporate affairs and/or human resource personnel, the predominating pattern is for employee volunteer programs to be run by the same people handling charitable giving.

Although corporate volunteerism programs are generally administered by employees who carry many additional duties within their company and thus cannot dedicate full time attention to this function, two-thirds of respondents report augmenting this staffing through utilization of a committee of employees. In addition to the efficiency of such an approach, this may also be a reflection of the perceived link between grantmaking and volunteerism, since many companies now run their deductible contributions through employee committee systems.

More intriguing though is the possibility that volunteerism committees are being established to meet specific objectives connected to volunteerism itself. Most obvious is the philosophical consistency of staffing a volunteerism program through the use of volunteers. But there is an additional point of importance. Literature on this subject repeatedly suggests that learning "teamwork skills" is a key goal for employee volunteerism programs (Breyer; Raynolds and Raynolds). This study confirmed that emphasis. Ninety-three percent of respondents indicate that it is "very important" to their company that teamwork is experienced among employees as a result of their volunteer program. Formation of internal committees for the purpose of administration can be one tool for reaching this desired outcome.

A different, or additional, motivation for companies to form committees to administer volunteerism programs might be the desire to structure an opportunity for employee input as to the priorities and/or operations of these initiatives. Some evidence arose to support this possibility, although findings are mixed.

For example, without exception, everyone within this study who describes a committee indicates that multiple levels of employees participate. This suggests an interest in promoting participation in program oversight among a broad range of persons. Furthermore, when asked, "Who in your organization provides input into the design of the employee volunteerism program?" 46% of respondents cite "employees." Since, as described later in this paper, employee input is only casually and sporadically obtained as a *follow-up* to volunteerism performed, it seems likely that much of this is acquired through committees during the planning and implementation phases.

On the other hand, an even higher percentage of respondents report that senior management (rather than employees-at-large) are the ones who provide input into the design of their volunteerism programs. And no one suggests that community or agency representatives are consulted. In fact, four companies that *have* committees did *not* indicate that employees provide input into the design of their program. This implies that employee participation is valued, and perhaps useful for administration, but that ultimate authority may reside outside this group process.

This impression regarding authority over corporate volunteerism programs is confirmed by responses to the question, "Who in your company has authority to approve the volunteer projects undertaken?" Tellingly, only one respondent indicated their volunteerism committee chair held authority, while everyone else listed a senior manager (e.g., Vice President Community Affairs, Chief Financial Officer, President). Some of this authority is shared with Regional Community Relations Directors and geographically dispersed local managers, a process that seems logical given that 80% of respondents operate employee volunteer programs at locations other than their headquarters. Even in these cases, however, the data shows that decision-making regarding expenditures and program activities is still centralized downtown with company executives.

Financial Management

Interestingly, one-fifth of respondents are operating their volunteerism program *without* an established budget. Of course

this could mean that expenditures are simply absorbed by the company without record keeping, a potentially positive situation for entrepreneurial administrators. This would, however, be unusual within a for-profit enterprise; and, in fact, only one administrator indicates that they have a "discretionary allowance." Rather, the lack of financial accounting implicit in the absence of a budget raises the question of whether volunteerism programs without a financial plan receive and/or spend very much money on their activities.

Four-fifths of the volunteerism programs *do*, however, create budgets and track expenses. These programs are clear about how, and how much, they spend; as well as to whom this information must be reported within their company.

Table 1 provides details on this circumstance. As shown, everyone who reports budget allocations indicates that money is spent for program administration. In addition, more than one-quarter of respondents who fund administration internally also spend money on outside consultants. Like the development of internal committees, the use of consultants may be a strategy for augmenting the limited amount of staff time corporations devote to their volunteer programs.

TABLE 1

Items Included in Corporate Employee Volunteerism Program Budgets

BUDGETED EXPENSE	
In-house administration of Program	100%
Food, T-shirts or other Items Given to Employees	100%
Photos of Events	91%
Employee Recognition Events	91%
Internal Marketing for Volunteering	73%
Transportation to Volunteer Sites	64%
In-kind Donations to Agencies	55%
Cash Grants to Agencies	45%
External Publicity for the Program	45%
External Consultants to the Program	27%
Loaned Executives to Agencies	18%
Employee Release Time	18%

Interestingly, costs for activities designed to encourage and acknowledge employee participation are as likely to be incurred as administrative costs. Everyone who reports budget allocations indicates that money is spent for gifts to employee participants and 91% report outlays for recognition events and photo-taking.

But if funds for the internal administration of Chicago-area volunteerism programs are limited, they are even more constrained when it comes to external activities. As one looks further afield from a direct corporate interest in employees and toward the potential funding of the agencies where volunteerism occurs, the tendency to spend money wanes. While more companies provide in-kind donations than cash to volunteer sites, only about half of respondents do either directly through their employee volunteerism budget. Perhaps it is possible that grants to volunteer sites are provided independently through these companies' charitable giving programs although, as discussed in the subsequent section on Program Goals, the evidence for this is not strong. What does stand out in examining the budgets reported upon in this study is that the key financial focus for corporate volunteer programs is on the internal elements of administration.

In keeping with this finding, it is of note that substantially more Chicago-area companies allocate funds for internal marketing of their volunteerism programs than to external publicity about the programs (73% versus 45%). In light of the fact that two-thirds of respondents report that creating positive publicity for the company is a "very important" result for their volunteer program, one might expect these figures to be reversed or at least equalized. This is especially the case since the same two-thirds ratio also report that their CEO might wish to increase the external recognition of company sponsored volunteer programs. Perhaps, as is often the case with grant-making programs, companies are hoping that the

recipients of their largess will take the lead in generating the desired goodwill. If this is so, the information may provide a helpful hint to nonprofits regarding corporate expectations.

Sixty-seven percent of respondents report that they "regularly establish goals" for their employee volunteer program, a subject that is further discussed later in this paper. For now it is interesting to note that everyone who reports establishing goals for their corporate volunteerism program also creates a budget. Correlation, not causation, has been determined. Nonetheless, there is a logical link: if you know what you want to accomplish it is possible to determine the resources necessary for getting the job done, while it is tough to lobby for or acquire funds while unclear about how or why such money will be spent. The lack of goals for their corporate volunteerism program may, therefore, help explain why one-fifth of these programs operate without a budget.

Perhaps, however, some of this looseness regarding the establishment of goals stems from another source: the lack of corporate policy relative to volunteerism. Only 53% of respondents are aware of any formal policies within their company regarding these programs. In addition, of the companies indicating that they both set goals and establish a budget, less than a third report that the same position has the authority for approving both.

As Rostami and Hall point out, these issues are intertwined and have an important impact on the future of an employee volunteer program. Data from their Canadian-based survey led these authors to conclude that companies that do have formal policies for their volunteerism efforts:

- are more likely to support community volunteering in proactive ways;
- have better-managed volunteer programs;
- enhance their support to the volunteer program through integration of volunteer efforts with other corporate community investment activities; and,
- are more likely to increase their level of support for employee volunteerism in the coming year.

In summary, findings suggest a complicated milieu within which to administer a volunteerism program given the limited amount of staff time devoted to corporate volunteerism, the lack of clear corporate policy relative to these programs and the dispersion of authority for approving budgets and activities. These challenges are shown by the data to be, in part, offset by the fact that many staff running corporate volunteerism programs are knowledgeable about the nonprofit sector (through their additional charitable giving duties) and are resourceful in augmenting their staff limitations (through committees and consultants).

PROGRAM DESIGN

This section begins by examining the *Program Goals* of corporate employee volunteer programs. It delves into the motivations for starting these programs and for selecting volunteer sites, then looks into how these intentions are translated into actual *Services and Opportunities for Volunteers*. These findings provide an overview of why and how Chicago-area corporate volunteerism programs are designed.

Program Goals

Companies describe three distinct motivations for starting volunteerism programs: an interest in their employees, the community and/or the corporation. In some cases all three motivations seem to be operating in a mixture of internal and external concerns. In only one instance was concern for "the community" singularly cited.

Most frequently reported (54% of respondents) are motivations related to employees. Comments include opinions that the program is: "a benefit to employees," "an opportunity for employees," and "good for employees." Fewer, but still a significant number of respondents

TABLE 2

Competing Pressures in Selecting Volunteer Sites

IF YOU THOUGHT A POTENTIAL VOLUNTEER PROJECT...	Yes	No	Not Sure
...was valuable but was not with an agency to which the company made charitable cash gifts, would you be likely to send volunteers?	67%	13%	20%
...was socially valuable but could use only a few employees, would you be likely to place volunteers in this project?	67%	13%	20%
...could accommodate a lot of employees but was located in a community where you had few customers, would you be likely to sponsor this project?	40%	33%	27%

(46%) report motivations centered on corporate image and/or objectives, such as a desire to "promote the company as an employer of choice," "enhance business contacts," or to be known as a "good corporate citizen." Much less frequently mentioned (31% of respondents) are the needs of the community.

The emphasis on service to the community picks up, however, when asked "What three words might be placed in a press release to describe why your company has a volunteer program?" In this context (where respondents are asked not just what their motivations may be, but what they might *publicly claim* their motivations to be) "community involvement" and "partnerships" are cited by nearly everyone. In addition, one new motivation surfaces. Here, for the first time, respondents discuss corporate volunteerism in terms of relationships with "customers."

The importance, for many businesses, of connecting employee volunteer programs to their customer base was reconfirmed through a further question. When respondents were asked if they would be likely to sponsor an employee volunteer project if it could accommodate a lot of employees but was located in a community where they had few customers, 33% percent said "no," 27% were "unsure," and 40% said "yes." In other words, for at least one-third (and possibly as many as 60%) of respondents the potential for enhancing customer relations is a factor weighed in making decisions about their corporate volunteer program.

It is interesting to compare these views with other circumstances that might impact the selection of a volunteer site. Table 2 details opinions about some of the pragmatic choices faced by volunteer administrators and how they predict competing pressures might be weighed in selecting volunteer sites.

Findings here suggest that many factors have the potential for entering into the decision to sponsor a new volunteer project, including the social value of a project and the capacity to accommodate a lot of employees. But one factor that appears less influential to Chicago-area companies than it may be to other businesses across the country, is the potential for using volunteer programs to leverage philanthropic giving. While The Points of Light Foundation found in its 1999 survey that "many U.S. companies use their volunteer efforts strategically to reinforce the value of funds given through corporate philanthropy," 67% of Chicago-area companies report that they are willing to send volunteers to a site even if the agency is not one to which the company makes charitable cash gifts.

In addition to the choices portrayed in Table 2, most participants (87%) report that "day and time of a service activity" is of concern. As shown in Table 3, business objectives weigh least heavily in selecting a new project. By contrast, employee preferences are "very important" to about three-quarters of administrators. This claim seems in keeping with the aforementioned "interest in employees" as a motivation for starting a corporate volunteerism program. In addition, everyone considers community and agency needs

TABLE 3

Importance of Factors in Choosing a New Project

	VERY IMPORTANT 10	5	NOT IMPORTANT 0
Day and time of service activity	87%	13%	0%
Employee preferences	73%	20%	7%
Community needs	60%	40%	0%
Location of volunteer site	60%	27%	13%
Type of tasks required of volunteers	60%	27%	13%
Agency needs	53%	47%	0%
Business objectives	47%	40%	13%

as having some importance.

The interest in selecting socially valuable projects portrayed in Table 2 seems consistent with the further interest portrayed in Table 3 for community and agency needs. Findings do, however, point to a curious inconsistency between administrators' beliefs and actual practices for designing employee volunteerism programs. For although the majority of administrators report that community and agency needs are "very important" in selecting projects, in reality, employees' needs are solicited and considered with greater regularity. This was seen in the section on *Staffing*, when nary a respondent mentioned community or agency representatives as providing input into the design of their program (only employees and senior management were indicated). And it is shown again in the upcoming section on *Services and Opportunities for Volunteers*, where one learns that the majority of corporations organize episodic volunteer activities that require large groups of volunteers; a way of organizing volunteerism that is convenient for many employers, although it is suitable to only a limited range of nonprofits or community needs.

Services and Opportunities for Volunteers

Among the sample studied, all respondents offer employees a chance to volunteer at one or more nonprofits *pre-selected* by the company. This is handled in a variety of ways.

Less than half (47%) organize activities that operate continuously at pre-selected sites, while nearly everyone arranges some special event at a pre-selected site. Of those arranging a special event, seventy-three percent do this several times per year at a pre-selected site(s), while twenty-seven percent concentrate efforts into one Volunteer Day annually. For respondents in this study (as mentioned just above), the corporate effort for arranging placements, for the overwhelming majority, is oriented toward activities that can be handled episodically by groups.

The unanimity on the point of offering involvement at pre-selected sites is striking. It also suggests an informed or intuitively insightful strategy for offsetting one of the biggest challenges to volunteer recruitment: the fact that many people's failure to volunteer results from not being asked to serve (Saxon-Harrold). By preselecting sites, corporate programs may be overcoming the obstacle that many potential volunteers simply do not know where their service is needed.

Apart from this one commonality however, diversity of approach toward administration and program structure appears to be the most apt descriptor of the corporate volunteerism programs that participated in this study. The lack of uniformity is surprising. A more likely situation would be to find isomorphism among programs since 40% of respon-

dents report that their best external source of ideas for their employee volunteer programs are other company volunteer program administrators. Among the population sampled, the data shows that administrators know one another, share ideas and feel comfortable replicating elements of one another's programs.

Table 4 gives more details on this, indicating that there are some services common to most programs, although only the offering of opportunities at pre-selected sites is universal. Two services organized by the majority of corporate volunteer administrators are: (1) offering employees information about nonprofits in general, which may be used independently by employees in picking a site for volunteering; and, (2) offering placement services on nonprofit boards of directors. It is also of note that four-fifths of respondents encourage employees to carry out volunteering in teams and an equal number report encouraging employees' family members to participate in company sponsored volunteer programs.

In addition to the services just portrayed, the opportunities attached to volunteering also vary among corporations.

TABLE 4

Variation in Services Provided to Employees

SERVICES OFFERED TO EMPLOYEES	PERCENT OF COMPANIES OFFERING THE SERVICE
Provides a chance for employees to volunteer at one or more nonprofits pre-selected by the company	100%
Encourages employees to carry out volunteering in teams	80%
Encourages employees' family members to participate in company sponsored volunteer programs	80%
Offers placement services on nonprofit Boards of Directors	60%
Provides information about nonprofits in general, which employees may use independently in picking a site for volunteering	53%

Differences may be found on two dimensions: (1) what type of incentive/reward is provided; and, (2) whether the incentive/reward is provided to all employees who volunteer, or, only to employees who volunteer at an agency pre-selected by the company. Table 5 provides details on this circumstance.

The data shows that a broad range of incentives/rewards (e.g., recognition at a company event, credit for volunteering in employee performance evaluations) are offered to a broad range of employees. In fact, if an incentive/reward is offered, it is much more likely to be provided to all employees who volunteer than exclusively being offered to those volunteering at pre-selected sites. This suggests that, for companies running volunteerism programs, there is a generalized interest in encouraging employee volunteer efforts, rather than a narrow interest in channeling employees exclusively into activities pre-selected by the company. Given that all respondents indicate that they offer the chance to volunteer at pre-selected sites, this is particularly interesting. Clearly the concept of volunteerism remains a focus for most Chicago-area companies, rather than the more narrow possibility of promoting a particular cause or agency.

The one exception to this stance shows up when looking at release time for employees. In this case, employees are far more likely to be permitted time off during normal business hours if the company has pre-selected the volunteer site. This is a reminder of the fact, pointed out in Table 3, that for most administrators "day and time of service activity" is a very important factor in choosing a new project. Agency representatives may wish to note that this points to a clear advantage for nonprofits making it onto a pre-selected list, should they desire volunteers Monday through Friday, during the day.

In summary, one sees that although impacting customers and the community are both desirable goals for volunteerism programs, employee preferences are a more critical concern. In keeping with

TABLE 5

Incentives/Rewards Offered to Employees

	YES, IF EMPLOYEE VOLUNTEERS AT AN AGENCY PRE-SELECTED BY THE COMPANY	YES, FOR ALL EMPLOYEES WHO VOLUNTEER
Release time for employees to volunteer during normal business hours	53%	7%
Cash grants to nonprofits where employees volunteer	27%	73%
Recognition of volunteers by the company (at an event or in a publication)	27%	60%
In-kind donations to nonprofits where employees volunteer	27%	46%
Credit fo volunteers in performance evaluations (should this be volunteering)	13%	20%
Enhanced salary or bonus pay for volunteers	0%	0%

this priority, the data shows that programs are designed to offer a range of incentives and rewards to nurture employee participation. This is consistent with earlier reports on budget expenditures which were shown to also pay attention to encouraging employee participation (versus nonprofit participation which is only minimally funded). Having learned this much about the "why" and "how" of corporate volunteerism programs, one naturally then wonders about the results of these efforts.

PROGRAM RESULTS

Attitudes and practices regarding selection of projects, as described in previous sections, can be compared to administrators' beliefs about the importance of different types of results to their company, as well as to claims in the literature about what businesses could accomplish through employee volunteerism.

The perceived benefits of employee volunteerism seem to be wide ranging. For example, one study reporting upon inclusion of family members in corporate volunteerism programs suggests that improved corporate image in the community, enhanced employee morale in the workplace and employee feelings of well-being may all be achieved through such programs (McKaughan). Another study contrasts the potential for tangible and intangible benefits, suggesting that the latter are more achievable although tougher to assess. Nonetheless, as the authors of this second study point out, "in today's environment of increased accountability, it will be important for volunteer programs to be able to demonstrate their value in concrete ways" (Rostami and Hall).

In its publication *Evaluating Corporate Volunteer Programs,* Volunteer—The National Center argues against assumptions that volunteering is "doing good," high on warm fuzzies, low on results, but to be valued for its own sake whether or not there is a concrete outcome. It asserts that volunteering is a form of work, albeit unpaid, and may therefore be judged as are other productivity activities: on the basis of the effectiveness of the process, the results achieved versus those expected, and on the impact upon those involved.

This section examines desired *Outcomes* for the corporate volunteerism programs that participated in the Chicago-area survey, looking also at the ways in which these results are measured through *Evaluation.*

Outcomes

Table 6 shows that the four most frequently cited "very important" results desired from corporate volunteerism programs are: helping needy people in the community (93%), having employees experience teamwork (93%), boosting employee morale (87%) and giving nonprofits assistance (80%). Reinforcing corporate culture and building relationships with nonprofits are each "very important" to nearly three-fourths of respondents. And, in each of these instances, almost all respondents consider each of these results as being at least somewhat important.

In general though, company centered objectives (such as creating positive publicity or increasing exposure to potential customers) are of importance to fewer respondents than are employee centered results, or, community and nonprofit centered results. While this seems consistent with earlier findings regarding the importance of meeting employees' preferences, this also points to a recurring incongruity in that such a high percentage of respondents claim to value achieving results for needy people and nonprofits, but only 50-60% of respondents focus upon community and agency needs when selecting new projects.

This portrait is especially interesting when compared to findings of the two national American studies that sought to understand this same subject (Wild; The Points of Light Foundation). Here the authors report that during the decade in the 1990s between their two surveys, there was a significant increase in the utilization of employee volunteer programs to "support core business functions." Included within this concept of support for core business functions was the idea of developing employee skills, an outcome of corporate volunteerism which was found to be valued by an identical 60% among those studied in both the national and the Chicago-area studies.

Findings of these studies are, however, divergent on a different and critical point. Far fewer Chicago-area companies cur-

TABLE 6

Importance of Possible Results

	VERY IMPORTANT 10	5	NOT IMPORTANT 0	NO RESPONSE
COMMUNITY AND NONPROFIT CENTERED RESULTS				
Needy people in the community are helped	93%	7%	0%	0%
Nonprofits get our assistance	80%	20%	0%	0%
Relationships are built with nonprofits	73%	27%	0%	0%
Community problems are solved	67%	33%	0%	0%
EMPLOYEE CENTERED RESULTS				
Teamwork is experienced among employees	93%	7%	0%	0%
Employee morale is boosted	87%	0%	0%	13%
Employees' individual skills are developed	60%	40%	0%	0%
Employee self-confidence is enhanced	60%	40%	0%	0%
COMPANY CENTERED RESULTS				
Corporate culture is reinforced	73%	20%	7%	0%
Company cohesiveness is encouraged	67%	33%	0%	0%
Positive publicity is created for the company	67%	33%	0%	0%
Exposure is increased to potential customers	46%	40%	13%	0%

rently report an effort to utilize their employee volunteer program to fulfill their company's public relations goals (67% locally as compared to 83% identified in the national sample). Perhaps this difference results from real distinctions between the priorities of companies in different geographic regions. It is also possible though that these differences will evaporate over time and that local companies will in the future behave more like the national profile, given The Points of Light Foundation's strong conviction that there is an increasing emphasis on meeting company business goals through employee volunteerism. Such a forecast would comport with the findings of an IBM sponsored study (cited by Wild) which suggests that the majority of businesses now connect their volunteer programs to factors "directly affecting profitability" (Lewin).

This picture is further elaborated when data is examined regarding how Chicago-area administrators perceive their companies' CEOs to be viewing these programs, individuals whose support is critical for successful corporate volunteerism (Mathieu).

When asked "What might the CEO of your company wish to increase in your volunteer program?" the most frequent response (67%) was "external recognition of company-sponsored volunteer programs." A nearly equal number (60%) suggest that their CEO might wish to increase "effectiveness of volunteer activities in meeting community needs." It is important to bear in mind that this data records administrators' suppositions about their CEOs' views, rather than directly recording such opinions. Nonetheless, it tells us something about the experience and perceptions of those within a company regarding their volunteer program.

Table 7 shows the similarities and differences in what administrators believe should be increased in their volunteer programs versus what they imagine their CEO might wish to change. Notice the particularly large differences when it

TABLE 7

What CEOs Versus Administrators Might Wish to Increase in Their Volunteer Program

	CEO'S PRESUMED VIEW	ADMINISTRATOR'S VIEW
External recognition of company sponsored volunteer programs	67%	53%
Effectiveness of volunteer activities in meeting community needs	60%	40%
Senior management involvement	53%	67%
Relevance of company sponsored volunteer activities to business objectives	53%	27%
Quantity of hours and/or persons involved in company sponsored volunteering	47%	40%
Connection between employees' job skills and volunteer responsibilities	47%	20%
Diversity of types of agencies where employees volunteer	33%	13%
Quantity of hours and/or persons involved in volunteering generally	27%	20%
Hourly employees' involvement	20%	13%
Diversity of geographic locations for volunteer sites	20%	13%
Internal funding of program	7%	47%

comes to internal funding of the program, desire to connect company sponsored volunteer activities to business objectives, and, the potential for making a connection between employees' job skills and volunteer responsibilities.

Evaluation

Although 73% of respondents are willing to cite some "accomplishment" of their program, the data of this study suggests that the basis for these opinions is primarily hear-say.

For the most part, feedback on corporate volunteerism programs is received in an informal and ad hoc manner through "word of mouth," "phone calls," "letters," "personal contact," and e-mails." Two companies report supplementing this feedback by looking to media coverage of their activities for assessment of their programs.

Although one-third report that they receive feedback from both nonprofits and employees, evaluations are proactively solicited only from the employees and even this process is extremely limited. Two companies survey their employees regarding their experiences in volunteering but none do this with agencies or communities. When, and if, companies hear from volunteer sites the message offered seems to be a "thanks" rather than an evaluation of achievements or suggestion about future directions.

As a result, and in contrast to practices reported in The Points of Light Foundation's national survey, Chicago-area administrators seem to be aware in only a limited fashion of whether their goals and desired results are being transformed into actual achievements. When asked "How do you know what is accomplished in your employee volunteer program?" a fifth of the companies are unable to suggest any method of assessment. One respondent straightforwardly confides "evaluation is our weakest component, we have no concrete documentation."

When pushed a little further as to whether there is a process to "measure the results" of their employee volunteer program, 73% report that there is none. Ironically, many of those lacking a measurement process nonetheless report regularly establishing goals. And, significantly, of those who attempt to calculate accomplishments, more people report that they tabulate output (quantity of hours and volunteers) than impact (effect of volunteerism).

Given the paucity of information available, it is not surprising that only 53% of respondents make a formal report on the results of their employee volunteer program. Of those that do report, memos to senior managers within the company and notices in employee-wide forums (such as newsletters) are most commonly utilized.

Companies are, however, willing to discuss their programs externally. Forty percent report that they send out press releases on their corporate volunteerism and 33% speak publicly about their activities, although only one company includes information on their volunteerism program in their corporate annual report and none provide a report to their corporate board of directors.

Why, one wonders, in a corporate setting where results-oriented management is presumably the norm would so few programs evaluate their accomplishments. Sixty-seven percent indicate a "lack of personnel" as being a deterrent and 53% site a "lack of time." As shown in Table 8, these findings are a reminder that corporate volunteer programs are run by staff who carry many additional duties.

It should, however, also be noted that for 40% of respondents "measurement isn't a priority." This finding stands out. For, while one might reasonably debate many elements of calculating and evaluating program results (e.g., the value of quantitative vs. qualitative data, the relative importance of various potential assessors, the indeterminate nature of this work), the fact that goals and results are not compared and aligned is contradictory to generally accepted management

TABLE 8

What makes measuring the outcomes of your program difficult?

FACTORS	RESPONDENTS
Lack of personnel	67%
Lack of time	53%
Knowledge of effective measurement practices	47%
Measurement isn't a priority	40%
Lack of defined or measurable objectives	40%
Lack of money	27%

principles and the practices of the majority of corporate employee volunteer programs (The Points of Light Foundation).

In summary, findings suggest that while Chicago-area administrators hold clear views about desired results for their employee volunteerism programs, these outcomes are not rigorously measured. This stands in contrast to the findings of a national study (The Points of Light Foundation) in which 70% of respondents report conducting both internal and external impact assessments of their corporate employee volunteerism program, assessing benefits to the company, to the community, to the employee and to the company's partnership with the community.

In commenting on the merit of evaluation, The Corporate Volunteer Coordinators' Council urges companies that, "To do a thorough job of assessing the results of the volunteer program, you need to look at the impact a volunteer has on the agency, the community and the problem being attacked; you need to consider changes that take place in the employee's morale, work performance, self-confidence; and you need to examine the merits of spending corporate resources on volunteerism vs. spending them on other kinds of social action programming. These things apply whether you're reviewing the work of one volunteer or 100." Despite the merit of this guidance and the good intentions of local administrators, the staffing and budgetary realities unveiled through this study suggest that such a process is unlikely to be implemented in the near term among many Chicago-area employee volunteerism programs.

CONCLUSIONS

This study complements and elaborates upon themes about corporate employee volunteerism programs raised in other literature on the subject. Among the topics for which confirming evidence was found are: a hope that goodwill will be generated through these programs and a desire to meet the needs of the community. The most recurring emphasis, however, is on serving employees through these programs.

Lessons may be gleaned by both corporations promoting employee volunteerism and by those nonprofits and communities hoping to work with these programs. Tying the findings together, three points stand out:

1. Administrators of corporate volunteerism programs face many challenges in running their programs given the limited amount of staff time devoted to this function, the lack of clear corporate policy relative to these programs and the dispersion of authority for approving budgets and activities. One consequence of this circumstance is that program accomplishments are rarely evaluated or compared to desired results. Another consequence, perhaps confusing to outsiders, is that many different individuals within a company may appear to be involved in overseeing corporate volunteerism while no one seems to have full time responsibility for the function.
2. Although the majority of corporate volunteerism administrators report that community and agency needs are "very important" in selecting projects and in attaining desired results, in reality, employees' needs are solicited and considered with greater regularity. Given these priorities, companies might wish to consider ways to

increase their attention to community and agency interests. Meanwhile, nonprofits will need to recognize the priorities and constraints of their partners.

3. Promoting volunteerism broadly remains the primary focus for most companies (rather than promotion of a particular cause or agency), despite the universal practice of organizing volunteer events at pre-selected sites. While there may be some advantages to nonprofits which make it onto a company's pre-selected list, corporations may more importantly be viewed as a valuable resource for locating and soliciting the volunteers which so many agencies find difficult to obtain.

"In terms of its prevalence, visibility, and monetary value, corporate volunteerism may be the largest and most popular form of non-cash philanthropy," suggest Independent Sector authors Plinio and Scanlon. But if, as they urge, companies are to go beyond the satisfaction of being "do gooders" they need to shape volunteer programs to result in "good doers." Hopefully the findings of this study will assist in that process, assuring that volunteer hours really count for the stakeholders involved.

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In this International Year of the Volunteer, the gathering in Amsterdam for the World Volunteer Conference was a truly momentous event. Mary Merrill capsulizes the high points, and presents a review of Volunteering Worldwide.

A Global Perspective
XVIth World Volunteer Conference
Volunteers: Capital of the Millennium

By Mary V. Merrill

More than 2000 delegates representing 102 nations gathered January 14-18, 2001 in Amsterdam, The Netherlands, for the 16th International Association of Volunteer Effort (IAVE) World Volunteer Conference. Three major themes permeated this biennial conference: (1) the critical role of youth as volunteers, not only as future societal leaders, but also as a present force today in communities; (2) the maturation of a global non-profit sector with unifying characteristics and increasing political, social and economic power; and (3) the role of volunteerism worldwide as both a vehicle through which critical services are provided to people and as an expressive means of addressing individual and collective social action.

More than 125 seminars were presented during the conference organized around seven main tracks: (1) Volunteer Work and its Relation to Government, (2) Volunteer Work and the Business Community: A Partnership, (3) Renewal and Professionalization, (4) Volunteer Effort as a Motor of Societal Renewal and Change, (5) Youth and Volunteer Effort, (6) Diversity, and (7) Reward, Recognition, Payment, Certification.

The conference sessions were a mix of theoretical and practical information. Topics varied from "The Development of Children and Women in Nepal" to "Civic Participation and Civil Society" to "Rethinking Volunteerism: A New Paradigm" to "Recognizing, Rewarding and Recruiting Volunteers — 100s of Ideas From Around the World." Several sessions dealt with overviews of ongoing research in volunteerism, such as a cross-national study in 24 countries on overall level and distribution of volunteers; a 10 country study of the public perceptions of "who is a volunteer?" and an overview of the VIVA method for measuring the valuation of volunteering in economic terms.

A highlight of the World Conference was the keynote address of Kumi Naidoo, Secretary General and CEO of CIVICUS, The World Alliance of Citizen Participation. In his welcome to participants Mr. Naidoo said: "Throughout the world today, ordinary citizens are giving of their time, energy, creativity and efforts to try and create a better and more just world. These activities of a large number of citizen volunteers are helping to build the social fabric of communities around the world ... Clearly our world would be so much poorer without the spirit, talent and often courage of these social activists. Often these people are themselves people of modest means, and might themselves live in poverty. Yet, they sacrifice much to create a more just humanity."

Mr. Naidoo identified eight critical issues facing the non-profit sector:

1. Bridging the gap between volunteerism and social activism;
2. Rethinking the role of the individual in social "governance";
3. Increased accountability;
4. Increased inclusion of underrepresented groups;

5. Increased leadership roles for women;
6. Recognizing the increasing gap between the "haves" and the "have-nots";
7. Maintaining the dignity and self-determination of those who are served; and
8. Strengthening and nurturing partnerships and collaborations.

Mr. Naidoo, an active opponent of apartheid in his home country of South Africa, shared that his favorite volunteer was a good friend who had been active in the anti-apartheid movement. He related that once when they were hiding from the authorities his friend asked him what was the greatest gift a person could give to his cause. Kumi replied without hesitation, he would give his life for his belief. "No," his friend replied, "The greatest gift you can give is what you do with the rest of your life."

Later the friend was found with 48 bullet holes in his body. Mr. Naidoo said he never forgot his friend's words and he knows that it is what we do with the rest of our lives that is truly important. Mr. Naidoo received a standing ovation.

The first copy of *Volunteering Worldwide* was given to the Queen of the Netherlands in a special ceremony on the closing day of the World Volunteer Conference. All conference participants received a complimentary copy of this paperback edition written by members of the IAVE worldwide network. Designed to focus world attention on volunteering in this International Year of Volunteers, the book profiles volunteering in 21 countries, describing the many ways citizens are giving their time, talents and energies to build stronger communities, solve local problems and advocate for justice for all.

What is remarkable in all of the countries profiled in the book is the growing attention to voluntary action. There are differences and variations on what is considered voluntary work, how it comes into existence, how it is shaped by social values, structures and governments, and there are differences in what motivates people to become volunteers. But you cannot read this book and not be struck by the power of this worldwide phenomenon known as volunteering.

Of particular interest is the diverse role of governments in supporting and promoting volunteerism throughout the world. "In 1997, the Australian government introduced the *Voluntary Work Initiative* to make it easier for unemployed people to sign up for volunteering. This program offers unemployed people the opportunity to improve their skills and learn new ones." Volunteering Australia, an organization of volunteer centers of each state and territory, coordinates the placement, training and referral of volunteers and offers volunteer management training.

Volunteer Canada, financed by the federal government and private funders, is the national voice for volunteerism in Canada. "It collaborates closely with four provincial centers, the federation of 105 volunteer centers in Quebec and the 86 local centers in the rest of the country."

The federal government of Brazil initiated the *Programa Voluntarios* in 1997 to promote voluntary work to strengthen the resources and capacities of civil society. Volunteers in Columbia recognized the importance of a strong relationship with the national government and have introduced legislation with the aim of securing visibility and public awareness. For the first time the Ministry of Education in the Czech Republic has included a program of subsidies for the professional management of volunteers.

In recent years Egyptians have seen the emergence of voluntary organizations that view themselves more as partners of the public sector than as fillers of gaps in the provision of services. "Their activities are based on a notion of active citizenship. They protest against the failings of government when it comes to addressing issues such as corruption ... but at the same time tend to emphasize the individ-

ual responsibility of citizens in initiating change processes."

The government of France has encouraged a dialogue of all the major issues relating to the voluntary sector and the measures needed to stimulate volunteering, including the possibilities of certifying training and skills that have been acquired through voluntary work. As part of its commitment to increasing volunteering, the government of Great Britain has set up demonstration projects to promote new approaches, models and methods for encouraging community service. The Social Welfare Council of Japan works closely with a national network of local and regional volunteer centers to provide programs in the health and welfare sector.

In response to growing numbers of unemployed young people in Kenya, its government has established a program to help young volunteers develop skills while contributing to the country's development. There is an increasingly strong infrastructure to encourage and support volunteering in the United States. "Since Franklin Roosevelt's personal involvement in the March of Dimes to seek a cure for polio, virtually every president of the United States has in some way called Americans to service and/or contributed to the development of the infrastructure supporting volunteering."

Volunteering Worldwide reveals government awareness and support increasing in many countries, while it is non-existent in others. "The Russian government does not, or only slightly, recognizes the benefits of voluntary work.." The organizational infrastructure for volunteer work is virtually nonexistent in South Africa. In Indonesia volunteer organizations have often been labeled or stigmatized by the government as radical groups.

Regardless, Kenn Allen, World President, IAVE, states that volunteering is the fundamental building block of civil society. "Without people who are willing to be involved in their community, there are no NGO's, no philanthropy, no responsible governments, no democracies. *Volunteering Worldwide* will help you understand this, and even more important: it will challenge you to build support for volunteers."

Volunteering Worldwide (2001), Margriet-Marie Govaart, Henk Jan van Daal, & Jolanda Keesom, editors, can be ordered (in several languages) from the Points of Light Foundation at 1-800-272-8603, or NIZW Uitgeverij, PO Box 19152, 3501 DD Utrecht, The Netherlands.

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Bishnu H. Bhatta was among scholarship recipients who the 2000 AVA Conference in Phoenix last fall. He is Administrator for Students Partnership Worldwide in Nepal, India. He shares her views of the experience here.

Scholarship Review: My Experiences with the AVA

By Bishnu H. Bhatta

I participated in the AVA Annual Conference, which was held in Phoenix in October of 2000. There were more than 800 participants from around the world. I was the only representative from Nepal. I have been working in the field of "volunteer administration" since 1989, and was therefore very excited when I heard about AVA, and eager to become involved. I would very much like to share my experience of the AVA conference, the things I learned while I was there, how it has affected my life and why I think it is an invaluable experience for anyone interested in the field of voluntarism and its administration.

As an employee with the British voluntary organization working in Nepal I began to recognize that cross-cultural communication meant more than simply speaking a new language. I have always been interested in international affairs, but was beginning to develop a more specific focus. I wanted to learn more about voluntarism and volunteering and how to make it more effective. With this in mind I was determined to learn as much as possible. I set about trying to find books on the subject and talk with as many people as possible who had experience in this and related fields. Initially I did not make much progress.

I decided to attend the AVA conference. What attracted me was the interesting mix of sessions covered, the trainers running the workshops, and the diversity of those attending. I knew that the program was for me. I couldn't believe that there was really a program out there that addressed all of these topics about which I was so anxious to learn.

It was a great experience to take part in the AVA conference and be among all the representatives from different volunteer organizations across the world. It was the first time that I had an opportunity to have such exposure to voluntary organizations and individuals working with the same goals and objectives. The time I spent as a participant in the workshop was indeed an experience that proved worthwhile for me. The participants were diverse in age, race, nationality, socio-economic background, voluntary work and management experiences, and in just about every other way you can imagine. We did, however, all have one thing in common. We were all interested in voluntary work, in our own communities or the world at large.

In the workshop I had opportunity to learn about each participant's background, visions for the future, and everything in between. I learned volumes from my fellow participants, as well as from the various sessions.

I am so pleased that the AVA conference was successfully able to create a platform for the voices of all volunteer organizations and volunteer workers in the growing global network of voluntary organizations. The platform will be able to send a clear message to everyone emphasizing that great success in the voluntary field will only be achieved by joining hands.

My participation in the conference has not only helped me develop my individ-

ual and organizational network of contacts, but has also expanded my horizons and my understanding of voluntarism. I have developed a new definition of volunteering and a new understanding of voluntary work. I also had the opportunity to discover the different approaches to voluntary work that are practiced in different parts of the world. It was such an insight to learn different priorities and interests of volunteer organizations worldwide. Practitioners spoke with us about their personal experiences in voluntary work and voluntary work management. Some sessions created the opportunity to enhance information and skill, as well as learn more about the tools that would enable us to be more effective in voluntary work as professional practitioners.

My life has changed as a result of participating in the Symposium. It is a unique program in that it offers its participants the opportunity to learn about the importance of voluntary work in life. If someone does not know about their future path, I personally recommend that you join AVA. It will give you the opportunity to enhance your knowledge and skills, to make your voluntary work more effective and, most importantly, plant within you the idea that voluntarism needs to come from the heart, not the head.

When the weeklong workshop ended, I realized that the good-byes would only be temporary because the friendships I had made were lasting. I have kept in touch with many of my fellow participants by phone and email and wish to have an opportunity to meet them in person in the future. After the program we established an email chain. I still receive regular updates from my new colleagues who are now following the guidance they received from AVA.

I recommend that AVA include at least two participants from each different country because, as a team, they will be better able to spread AVA's message to their respective countries. I was the only participant from Nepal. When I shared my insights with my colleagues here, I encountered some resistance to the new concepts. I believe it would be far easier to organize training and workshops with a partner, or better still a team, than to have to work as an individual in what is sometimes not a wholly enthusiastic environment.

In this critical time of exponentially rising problems in the world, I feel that AVA is a great way to educate volunteers and volunteer organizations to be truly participatory global citizens working for a better world for everyone. I hope that the next AVA conference will prove to be as fruitful as the last. I am sure that it will plant powerful seeds in all volunteer workers, which will come to fruition in their future work.

Mary V. Merrill: A Volunteer Manager Profile

Mary V Merrill is a private consultant and trainer with more than 30 years experience in the areas of volunteer administration and non-profit board development. She was a featured speaker at the January 2001 Biennial World Volunteer Conference in Amsterdam. Mary is past president of the local professional association, the Volunteer Administrators' Network of Central Ohio and the statewide organization, Volunteer Ohio. She is a recipient of the "Award for Excellence" in recognition of her outstanding contributions to the profession of volunteer administration. She also served as a facilitator for the 1997 Presidents' Summit for America's Future in Philadelphia.

HOW LONG HAVE YOU BEEN A VOLUNTEER MANAGER? WHAT JOBS HAVE YOU HELD?

I have been a volunteer manager for over 30 years. Like many of us in the field, I have a rather "checkered" past and formally entered the field in a very round about manner. For many years I did not consider myself a volunteer manager and my job title did not include volunteer management, but I was managing volunteers.

Shortly before graduating from Ohio State University, I was hired by the Vision Center of Central Ohio as an office assistant. While there I was asked to supervise a summer camp experience for visually-impaired teenagers. I recruited, trained and managed the volunteer camp staff. This was my first exposure to volunteer management. This is also how I met my husband. Bill was the Boy Scout leader for the Ohio State School for the Blind and we became connected through our work with the kids. He helped recruit his service fraternity buddies for the summer camp and it was while we were all working at camp that summer that Bill proposed. Maybe that is why I have always had a warm heart for volunteers and volunteer work.

As a social worker, I spent several years in direct counseling work before shifting to part-time work after the birth of our daughter and son. For about 10 years I worked for the Department of Refugee Resettlement with the Diocese of Columbus resettling Indochinese, Czechoslovakian, and Somalian refugees. During those years I worked with many church-based volunteer groups who assisted with resettlement efforts. I helped develop a summer experience for high school students and I became increasingly involved in immigration counseling work.

One of the high points of my personal volunteer work came through my resettlement work. Over several years I worked with a Cambodian family that had relatives detained in the refugee camps in Thailand. One day the UN High Commissioner for Refugees called me to discuss the case and ask me if I would like to travel to Thailand to advocate for the family in question. My parish church helped finance the trip and I found myself on a plane to Thailand where I stayed with three other volunteers at the home of an incredible refugee advocate, Peter Pond. Over the next week I met with U.S. Immigration officials and made an unforgettable trip to the refuge camps on the boarder of Thailand and Cambodia. Dozens of families appealed to me while I was in the camps. It was a most humbling and frustrating experience as I was very limited in my ability to assist and reunite families. Following my return to Colum-

bus, I appealed our case to Sen. John Glenn who eventually led a congressional hearing to bring about a reunification of the Columbus family. I later received a copy of the law journal with our case, which set precedence for reunification at a time when U.S. immigration policy was very severe and unwelcoming. Even today I look back and cannot believe I did what I did.

I left resettlement work to develop and manage a senior outreach program for an inner-city Methodist church. What a change, from the Catholic Diocese to a Methodist congregation! The church developed this program as an outreach activity and much of our work relied on volunteers. It was during this time that I joined a new organization in Columbus for volunteer managers. They were an informal group that met over brown bag lunches. Through this association I became acquainted with Kitty Burcsu, the director of our local volunteer center. I invited her to serve on my advisory board and eventually she invited me to a position at the volunteer center.

Still working only part time, I managed two volunteer programs: 1) The Volunteer Assistance Program, which recruited experienced volunteer managers to serve as consultants for volunteer program development; and 2) the Board Development Network, which recruited and trained local experts to provide board development training and consulting to local non-profit boards.

As my children approached the end of high school, I moved into full time work at the volunteer center, becoming the first Director of Training and Consultation. I left there in 1994 to focus on volunteer program development and nonprofit board development work through my own company, Merrill Associates. I have been very fortunate in life to have two wonderful mentors, a very supportive husband and family and a wonderful colleague who have encouraged me to reach far beyond my dreams.

MOST VOLUNTEER MANAGERS DEVELOPED THEIR SKILLS IN OTHER POSITIONS OR JOBS. WHAT WAS YOUR PATH?

My original dream in life was to be a dietitian in a hotel or large institution. After three years of college chemistry, physiology and microbiology, I knew I was in the wrong career path. I loved sociology and the social sciences. But by then I also had completed a large number of business courses. Over the years I believe it has been these business skills, plus well-developed communication (verbal and written) and analytical skills that have helped me professionally. As a licensed social worker I am required to complete 30 hours of professional development every two years. While I have often grumbled about taking these courses, they have kept me engaged in the learning process and continually aware of the need to sharpen my skills and stay current.

About eight years ago I began to study neuro-linguistic programming. I loved it and am now certified in advanced neuro linguistics. Though I seldom use it in a counseling setting, it has had a profound affect upon me and how I relate to others. It was through this experience and the encouragement of my husband that I was able to leave my full-time job and follow a dream of working for myself doing something I love.

WHAT HAVE BEEN YOUR MOST SUCCESSFUL PROGRAMS? WHAT TECHNIQUES WERE PARTICULARLY EFFECTIVE?

I am proudest of my work with the Board Development Network. This program was started by a group of volunteers. As it grew they approached the volunteer center for a home. I was hired as the first "manager" of the program. These highly skilled volunteers taught me that volunteers can do incredible things. They did not need to be "managed." I facilitated their work and tried hard to stay out of the way. Working as a team,

we recruited and trained new consultants, developed processes and systems to streamline and evaluate their work, and developed a local reputation for excellence. They were an incredible group of volunteers and most are still engaged in significant work in our community. I consider then mentors, friends, and colleagues.

I am also proud of my work with the church-based program. It was my first experience as a program director and it was my first experience building a program. I believe I was successful in building the internal support that sustained the program when I left. When I began, there were those members of the congregation that saw the outreach to neighborhood seniors as a "we" and "them" program. I learned the "language" and the motivation of faith-based volunteers, and when I left, the program was integrated into the fabric of the church. I also came to appreciate how hard the work can be when the demands are great and the resources are limited.

WHAT HAS BEEN YOUR GREATEST CHALLENGE AND HOW DID YOU APPROACH IT?

My greatest challenge was working with the Points of Light Foundation on a program to build a volunteer center in Moscow, Russia. I was so humbled by the incredible work that volunteers were trying to do without an infrastructure, without resources like telephones or office space or desks, without any type of respect or understanding by the public and without support systems. Add to this a history of a management style that is not conducive to bringing people together or creating teamwork and you wonder how anything can happen. I learned that volunteerism is a universal language and when people are serious about helping their neighbors there is a connection that happens. I went to Russia thinking I would share what and how we do things. Instead I learned about them, their systems and resources and helped them adapt what I knew to a help create a system that would work for them.

I had the privilege of traveling to Moscow five times over three years to work on this project. I also arranged a study trip for Extension Agents to study leadership in times of great change. Just this month I sat in a workshop at the IAVE World Volunteer Conference where the presenter was a young lady I worked with in Russia back in 1995. Today she is the Executive Director of a Russian foundation funded by the Ford Foundation to developed youth leadership through service. I was reminded again of the incredible power of volunteerism around the world. In this country we complain of limited support and resources for our programs, but we are rich beyond belief when compared with the resources and support in developing countries.

WHAT IS YOUR SENSE OF THE DIRECTION OF VOLUNTEERISM IN THE 21 CENTURY?

I believe volunteerism will become more and more of a worldwide issue. As our global communities connect with one another and our world grows smaller, I think we will share ideas and concepts that will empower ordinary people to change their communities and their lives. I worry a little that we in the U.S. will actually be left in the dust as we continue to formalize, structure, and debate volunteerism. I think we will see a different resurgence of volunteerism. Perhaps it is my 60s background, but I think we will see more and more people drawn to the less formalized, more activist types of volunteerism. I think we'll see new models and new venues created by people who are frustrated with the systems and seeking new answers and new solutions. It is an exciting time — a time when those of us "in the field" need to think beyond the boundaries, beyond current possibilities to whole new vistas of possibilities. I believe we are called to be advocates as we never have before. I believe we are at the beginning edge of the technology/

information revolution and we have no idea of where it will take us. But I think we are in for a very exciting ride.

I'm not sure that everyone in this line of work really does appreciate the power of volunteers. Sometimes I think we need to do as I did in Russia — get out of the way. As a profession we need to move away from management to facilitation, advocacy and leadership. I also think we need to open the doors to the new, younger generation. Too often we are "pass-through" employment for young people and not viewed as a career. I love talking to and working with the younger generation. They see new possibilities and are not limited by what has been. They have so much to offer all of us in our organizations and I think we have raise our work to new levels to attract and retain the best and brightest of the next generation.

HOW DOES WHAT YOU ARE DOING FIT WITH YOUR OWN PERSONAL PHILOSOPHY?

When I started my business I developed a full business plan, including a mission statement. This forced me to think long and hard about what I wanted to do and why I was doing it. For years, my colleague Dr. Safrit and I had been having students in our Institute for Volunteer Management write their personal philosophy of volunteer management. When we expanded the course to include new areas of leadership, Dr. Safrit pushed me to develop my philosophy of leadership. All three of these exercises have helped me formulate a philosophy for my life and work that I am very comfortable with. My philosophy is to foster an environment of learning and risk-taking that encourages individuals and organizations to fully develop their human resources.

I believe in the power of people and I value an environment that fosters lifelong learning and the ability to learn through experiences. In my seminars, I challenge the participants to apply the information to their real life setting. I don't always give answers, but I hope I make people think and thus expand the horizon a bit. My greatest professional growth came in an environment that allowed me to try things and learn from success and failure. When I work with organizations on issues of change management, conflict management, communication or leadership development, I try to create environments where people can feel safe to try new things.

I love what I am doing. I am working harder than I have ever worked in my life. I think it is important to practice what I preach, and so I am actively engaged in a variety of volunteer work. I believe in fighting for peace and justice and I believe that one person can make a difference in the world. While in Amsterdam for the IAVE World Volunteer Conference I visited the Anne Frank House and was touched again by the incredible difference one person can make. I don't dare to say that I am making that kind of difference in the world, but perhaps my work will help pave the way for someone who will change the world!

Letter to the Editor

Dear Editor:

In your Summer/Fall 1999 issue's "Pausing at the Millennium — Reflections of a Veteran Volunteer Administrator", Jarene Lee raised some thought-provoking questions. She noted that the voluntary spirit is the source of virtually all good ideas, the springboard for efforts to preserve our culture, as well as the efforts to change it. Volunteerism, whether formalized or spontaneous, is indispensable to a civic society and widely acclaimed. (She was citing text from *By the People: A History of Americans as Volunteers,* by Susan Ellis & Katherine Noyes.) Then why, she asked, are we hardly mentioned in this hoopla?

There is no single answer to that question. But to even consider it, we must define "we" and its role in our society, but also ask, as Lee did, if part of the answer lies in our inability to connect what we do ... with ... the positive trends and growing needs of the society around us.

"We" surely means the *Journal's* intended audience: AVA members and their like, who are mostly professional administrators of volunteers in established, funded agencies like health and medical care facilities, libraries, parks, museums, arts organizations, etc. Such agencies and their various programs, including the volunteer programs we run for them, are not perceived as basic to our society. Therefore, we should ask why there is no hoopla about us?

If we do, we should also ask why there is rarely any hoopla about these agencies themselves.

It is because they are basic to our society, integrated into its backbone. These agencies help to maintain, not necessarily to improve, our society. Therefore, they are taken for granted, and even when superbly run, not celebrated. Neither are their volunteer programs, nor we who lead them. Both are part of that backbone.

What we are not now part of is the celebrated voluntary spirit Ellis and Noyes chronicled. We are not currently the "source of virtually all good ideas, the springboard for efforts to preserve", much less to change our culture.

Movements which are part of this spirit are celebrated when they succeed. Just one of the many illustrations is the 1955 Montgomery bus boycott. Its civil rights triumph, not the punctuality nor quality of the buses, was celebrated.

Voluntary movements like this are not typically led by professional administrators of volunteers. In fact, most volunteers are not led by professional administrators of volunteers, but by people whose jobs are dominated by other responsibilities or who are actually volunteers themselves. Nevertheless, they represent "positive trends and growing needs of the society around us" with which we should "connect what we do". If we cannot make this connection, then who can?

These non-professional volunteer leaders and their followers usually make a significant difference for the better in our society. We should act accordingly. We must communicate with, learn from, help, and hopefully collaborate with them. If we do not, then who will? If we do not, we and our society will lose out. If we do, both parties together will carry out AVA's vision of "a world in which the lives of individuals and communities are improved by the positive impact of volunteer action" to an extent worth all the hoopla in the world.

I would be most happy to correspond with anyone interested in such communication and collaboration. I can be contacted via the AVA office or its membership directory.

Carol Weinstein, CVA
Founder, Friends of Fort Tyron Park

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Guidelines for Submitting Manuscripts

Content

- *The Journal of Volunteer Administration* provides a forum for the exchange of ideas as well as the sharing of knowledge and inspiration about volunteer administration. Articles may address practical concerns in the management of volunteer programs, philosophical issues in volunteerism and significant applicable research.

- Articles may focus on volunteering in any type of setting. Authors are encouraged to write articles dealing with areas less visible than the more traditional health, social services and education settings. Issues relating to volunteerism in natural resources, corrections and criminal justice, government, cultural arts and service learning settings are examples of some areas that would be of interest to many readers.

2. Process

- Manuscripts may be submitted at any time during the year. *The Journal* is published quarterly.

- Manuscripts may be submitted for review in three ways: **1)** Send document (in Microsoft Word or WordPerfect) by E-mail to avaintl@mindspring.com (preferred method); **2)** Mail document stored on a high density 3.5" disk (using the same software listed above) to AVA. It is assumed authors will retain a master copy for every article they submit.

- Submissions must also include:
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    2. An abstract of not more than 150 words.
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3. Style

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- Manuscripts should be submitted with a title page containing title and author(s)' names that can be removed for the blind review process. Author name(s) should not appear on the text pages, but the article title must be shown or a key word used at the top of each text page.

- Endnotes, acknowledgements and appendices should appear at the end of the manuscript, followed by references and/or a bibliography completed in an accepted form and style.

- The author is advised to use inclusive language. Use plural pronouns or use "s/he.

- Language that is accessible to the lay reader is preferred in all articles.

- First-person articles may be acceptable, especially if the content of the article draws heavily upon the experiences of the author.

- The author is encouraged to use sub-headings in lengthy articles to aid the reader. Text should be broken at logical intervals with introductory titles. Refer to issues of *The Journal* for sample headings.

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Further questions may be sent by mail or e-mail to:

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