
THE JOURNAL OF VOLUNTEER ADMINISTRATION

Winter 1986-87

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AVA ASSOCIATION FOR VOLUNTEER ADMINISTRATION

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

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

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THE JOURNAL OF VOLUNTEER ADMINISTRATION is published quarterly. Subscriptions are a benefit of membership in the Association for Volunteer Administration (AVA). Non-AVA members may subscribe to THE JOURNAL at a cost of \$20 per year or \$50 for three years. Subscribers outside the United States should add \$3.00 per year for additional postage and handling costs. Checks or money orders (payable through a US bank or in \$US) should be made payable to: Association for Volunteer Administration.

Inquiries relating to subscriptions or to submission of manuscripts should be directed to the business office: THE JOURNAL OF VOLUNTEER ADMINISTRATION c/o AVA, P. O. Box 4584, Boulder, CO 80306.

ISSN 0733-6535

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Facing Realities: The Need to Develop a Political Agenda for Volunteerism

Charles M. Wheeler

The following essay is based on a speech delivered to leaders of forty-seven nonprofit agencies in the Philadelphia area at the opening session of a management training series sponsored by The Philadelphia Clearinghouse.

We, and with us our volunteers, are under siege. Attacking us from one side are demographic trends, social values, economic forces. From the other, we are threatened by political actions and the public policies used to support such actions.

The former is more familiar to many of us. It would not be surprising to most of us to be concerned with issues around, for instance, the growing percentage of our citizens who are elderly; decreasing reliance on traditional "nuclear families"; or increasing numbers of women joining the work force. Precisely because they are more familiar to volunteer leaders, and certainly more written about, I will basically but allude to them within this essay.

Thus, I will focus on the political flank of our attackers. Most importantly, what follows, I hope, will convince you that *politics* IS relevant to our future. That volunteerism is anything but *apolitical*. That if we do not develop and implement a political strategy to get what we want and need for our future we should not be surprised that others will use us for their ends . . . not ours.

What should guide our political agenda? Why do I see us under attack by those who now control public policy and what is placed on the table of political action—what issues are seen as of public concern and what words are used to "define" them?

Remember that volunteer energy is the single largest source of in-kind support provided to nonprofit organizations, and

thus provided almost 35% of all the support given to nonprofits in 1984. At an estimated value of over \$80 billion, it was almost 20 times as large as the contribution provided by corporations (\$4.3 billion in 1985) or by foundations (also \$4.3 billion).

Thus, volunteer activity is the *largest single source of private philanthropic support* donated to the nonprofit sector. Once we realize this, we can see the relevance of the position of John Schwartz, President of the American Association of Fund-Raising Counsel:

Our public policy should be to encourage and strengthen the role of philanthropy in America, rather than impair its ability to meet important needs of our society.

It is high time that those of us who see ourselves as guardians—trustees—of this largest single source of private philanthropy take as clear a stand as our colleagues involved with the foundation, corporation, and individual donor communities. We should not hesitate to see that, to put it bluntly, current public policy is doing anything but this. Once we see it, we should not hesitate to be honest, and talk about the fact that while the lips articulating public policy mouth the right sentiments, the actions of its body put a lie to the words.

But we do hesitate to say this. Even more difficult to overcome, most of us may not even see this.

For this reason (and perhaps for only this reason) we are fortunate that many environmental trends have coalesced in a way that has given us a primary concept—term of policy—that enables us to see their implications for the nonprofit sector in general, and volunteer efforts within that sector in particular. The advantage of having one word is that it provides

Charles M. Wheeler has been providing management technical assistance to nonprofit organizations for more than eight years. He is presently Director of Training for The Philadelphia Clearinghouse and a private consultant for groups in the eastern United States. He has a personal commitment to volunteer his expertise to a minimum of five nonprofit agencies annually.

focus; it strengthens our ability to concentrate on its impact.

Otherwise, we could get confused simply by the sheer number of "environmental" (that is, external to one's own particular nonprofit organization or community association) trends that impinge upon our efforts. In the short-term they present myriad influences, sometimes contradictory and often difficult to differentiate in terms of long-term impact. We might not see how each, in its own way, moves us just a little closer to extinction.

Or, perhaps even more likely, the sheer breadth of the obstacles put in the way of our short-term success by these environmental trends saps all of our energy. Trying to hold together our immediate projects, we have no energy left for long-term issues. In fact, we see concern for political issues as somehow counterproductive, diluting our available resources. Distracting our attention. Divisive to our volunteers.

THE PRIMARY TREND

No one issue better gives us an opportunity for seeing the affects of the trends attacking us from all sides than that of *privatization*. Perhaps no other trend in the environment so clearly shows how fundamentally the "Social Contract" is being redefined before our very eyes. It will help us see how we may support one or another specific expression of its position because what appear to be immediate opportunities or benefits blind us to its long-term impact in advancing privatization. Or, more often the case, how we might ignore or not struggle against a particular expression of its policy because what appear in the immediate as consequences are seen as irrelevant to us.

Privatization gives us the ability to see both of these as seriously flawed responses when we confront any public policy which advances its agenda—to the extent, that is, that we are acting as trustees of tomorrow's altruistic volunteers (and we all should acknowledge that we have other concerns in life which might outweigh our commitment to volunteerism in particular circumstances). But for it to provide us such a tool to chart our future, we will first need a definition of terms.

"Privatization" is the turning over to the

PRIVATE sector the development, production, and/or distribution of goods or services once provided by or assumed to be the responsibility of the PUBLIC sector. In the United States, read "for-profit" for "private" and you'll realize what we're talking about. For-profit health care is the most obvious iceberg in this sea change. For-profit organizations are running jails; taking care of Federal parks; offering day care. These are but the newest tips we can see on the waterline.

Now, here and there, I have been as guilty as others in attempting to present privatization to nonprofit agencies in a positive light. If the government is to contract out the provision of goods and services, we can compete, and often compete effectively, with for-profit institutions. And we even have the ability to develop for-profit subsidiaries of our nonprofit corporations.

BUT . . . that is dealing with specific contracts. With particular opportunities. Such a perspective can blind us to the ultimate results of this trend if it is not critiqued effectively.

Privatization is not designed for the nonprofit sector. It is NOT 1980's terminology for the 1960's and 1970's behavior which found the government, and particularly the Federal government, turning to the nonprofit community to offer many of its goods and services, particularly to minorities, poor communities, and others in need. The result of that behavior was that between 1977 and 1982 the nonprofit sector grew faster than any other sector of the economy. This was reversed as of 1982.

Privatization is not intended to reverse this reversal. Though it is kept quiet by its prime advocates, privatization is today's strategy to make this reversal permanent, and to turn a retreat in support for nonprofit services into a rout.

Is this language too strong? I fear it is, if anything, not strong enough.

It is to our peril to forget what we don't say when we state we are nonprofit organizations, or that we are tax-exempt, or that we are 501(c)(3)'s. When we are careful, we remember that our full name is a PUBLIC NONPROFIT organization. We are PUBLIC, not private, charitable organizations.

Am I simply playing a word game with no substance behind it? Obviously, I think not, and am asking you to take a significant amount of time out of your hectic day to read this essay to convince you that this is not simply a real distinction, but also a *critical* one. To explain why this is true, however, I will need to take you through a little of the legal history behind the establishment of our nonprofit agencies.

LEGAL RESPONSIBILITY

In almost every state and commonwealth (pardon that, but I happen to live in one of those few things not technically called a state . . . blame it on Pennsylvania chauvinism) of our Union, when we incorporate we establish what is called a fiduciary relationship with the public. What this means (*inter alia*, or among other things . . . a caveat quickly thrown in for all you lawyers out there) is that we are entrusted to be doing something that a reasonable and impartial member of our community would think is a "public good."

There it is. The social contract between us and the public. Our "tap root," needed for the very survival of our volunteer tree. In our case, the social contract is no mere Rousseauian theory. It is a *legal fact*, and binds us accountable to whatever the public comes to use as a definition. Within its terms rests what is acceptable services; what the public will fund. What a court, or a state (commonwealth) will allow us to even try to do. Indeed, within its definition rests our very existence as nonprofit corporations.

And what comes to be defined as a public good is precisely the source of a person's very *ability* (let alone willingness) to see something as worthy of his/her altruistic volunteer donation, or not.

Privatization is, at its core, nothing but the most radical attempt within my lifetime (and arguably, more radical than that which occurred, in the other direction, during the depression) to redefine what is a public good. It seeks to justify the actions of the current Federal government in declining support for nonprofit services, foremost among them support for social services, smaller nonprofits, and programs for our poorest citizens and most overlooked of neighborhoods. It seeks not just to delegate to the private

sector the undertaking of projects here and there, but rather to create the day when the private sector will see it as the sector first to be concerned with THE VERY RESPONSIBILITY FOR the health, education, civic welfare, and social welfare of the public.

This hit home for me when I recently testified in the defense of the nonprofit sector before a Pennsylvania committee investigating the profit-generating activities of nonprofits. I was asked if I thought the government was fundamentally responsible for health care. Not realizing the degree to which privatization has already affected the social contract, I answered that of course it was. Who else should be the guardian of the health of our society? For this, Republicans and Democrats alike branded me a "socialist."

Now I am not writing to defend my political allegiances. This is not the main issue. What is, is that this labelling is not nearly so much about me as it is about the social contract. While it does not say much about me that is accurate, we can see how it exposes a lot about what is changing, and is now true about how many have come to define the social contract . . . what is in the public good. It appears that privatization has already advanced to the extent that the assumption that health care is a public responsibility can be dismissed as foreign, alien . . . un-American. And not by some "right-wing" crazies, but rather by men and women sensitive to public sentiments because of their desire to be re-elected.

It follows that what is not a public good should not be carried forward by nonprofit organizations. And, even if you don't agree with this, it remains true that if we do nothing we will likely awaken one day and discover that privatization has so changed the social contract that those that would volunteer to help meet such needs as were once the responsibility of the public sector will, instead of gaining praise, be stigmatized as unAmerican. Socialists. And that is not the best motivator in the world for most of us.

Even in such a world, some will, no doubt, continue to volunteer. For example, I will continue to volunteer in the fight against AIDS because my own life is on the line. Having already been called

many not-so-wonderful things for such volunteer efforts, I cannot imagine that being called unAmerican would deter me. So, too, the self-interest of some will continue to lead them to volunteer for projects that, for most people, come to consider the responsibility of the private sector. Pure humanitarianism even may lead some to continue to respond to volunteer opportunities, over the nonrewarding passivity, if not downright opposition, of most in their social group.

Would not most, however, be deterred? Would not such a radical redefinition of the social contract turn social pressure that once was useful to us in rewarding volunteers to a serious disincentive? Would it not help turn pride into guilt?

I realize that, at least for some, this argument may appear as too theoretical (though for those of you with interest, I recommend literature about or by such people as Michael Foucault). But consider some more practical questions. Regardless of changes in the "social contract" or what comes to be termed a "public good," would you rather recruit a volunteer for a service *most often* offered by a nonprofit organization or a for-profit corporation? By a division of your local government or by local small business entrepreneurs? To my mind, the answer is obvious.

As soon as most in our community—which is, after all, the potential volunteer pool from which we must draw—come to assume that most services in our area of concern are, and should be, offered by the private sector, our recruitment efforts will become far more difficult than they have ever been. It is hard enough for many of us to "sell" to the community why they should volunteer to do a job that once was done by nonprofit staff. Will it not be far more difficult to "sell" a job that they assume is most often done by a for-profit businessperson? It is already difficult to recruit volunteers to augment services offered by local governments rather than nonprofits. How much harder when the community at-large, right or wrong, has been so swayed by a rather tough understanding of privatization that they assume you are now recruiting them to augment services offered by the for-profit sector?

I don't want that job. Do you?

SECONDARY ENVIRONMENTAL TRENDS

We can review other trends external to the particular nonprofit site of our volunteer efforts for one of two reasons. On the one hand, it allows us to see the full strength of the armies allied against our continual effectiveness in meeting human needs, addressing community problems, and bringing beauty and new ways of appreciating our lives through art and cultural activities. Thus, it may give you pause, even if you are able to dismiss my concerns around privatization *per se*. On the other hand, particularly for those of you who are concerned with privatization, a review of these trends will help you see how far our society has already come to accept its dogma; how much support there is for making its ultimate consequences all that more possible within the foreseeable future.

Tax "Reform"

In considering recently enacted revisions in our Federal Tax Code, keep in mind the impact of other costs and benefits on voluntary endeavors. And remember that the key concept for philanthropy in analyzing tax reform is its impact on what is seen as a discretionary resource.

With that said, let us first acknowledge that there has been little analysis of Federal reform of income tax on future volunteer efforts. I would say none of consequence, but it may be simply that I have failed to see something; nevertheless, I remain struck that even such a responsible organization as Independent Sector, with a special project targeted on increasing volunteer efforts within the nonprofit world, has failed to analyze this act of "reform."

Let us secondly admit that any analysis of the impact of this Act on the nonprofit sector that has appeared has been highly partisan and, therefore not surprisingly, highly contradictory. Some say its impact will be devastating, especially in terms of fundraising, and particularly certain types of individual contributions. I tend to agree, especially in a limited number of areas:

- Those depending on gifts of property are likely to be hurt; recogniz-

ing that, for instance, such contributions account for some 40% of the income of colleges and universities, this fact will likely have a "trickle down" impact as university fundraisers increase the competition for other types of individual contributions.

- Those among the wealthy primarily motivated to give by tax attorneys, investment counselors, etc. will likely give far less.
- Those who today are beginning their careers and therefore do not have income adequate to itemize, but who in the future will likely earn far more and will itemize, very likely may fail to "get into the habit" of giving.
- Perhaps of greatest concern is the impact of these reforms on the perception of the business sector, and particularly corporations, on their "discretionary income" available to corporate contributions budgets.

Some say there may be little or no negative effects on individual contributions. For most, and particularly for the relatively poorer of our citizens who are likely to remain non-itemizers, I agree. For the itemizing middle- and upper-middle classes, in fact, lower maximum tax rates very likely may increase their perception of their discretionary income.

But, as in other things, we can get so caught up trying to find our way through these conflicting analyses that we fail to see the underlying tragedy that this Act constitutes. It is a blunt expression of the public sector's abdication of responsibility for funding health, education, social service, and civic/cultural programs. It is a statement that the Federal government wishes to PRIVATIZE these decisions among its citizens. These programs now become increasingly dependent on our personal decisions of when and where to make individual, private donations; rather than the public sector's seeing that it has the power, right, and/or responsibility to declare that it is appropriate for the PUBLIC sector, through its revenue generating activities, to take responsibility for the continuation of such services.

Now, there are some of us who can always see a silver lining in even the darkest of rainclouds. I could, perhaps, understand making an "individual rights"-type argument in favor of such a move to this privatization. But we need to be careful that we do not so latch onto a theory like individual rights, that we do not base our final conclusions on the ultimate *ends* or *goals* that the support of our theory is being used to accomplish.

And once we look at the goals of the Act, I can see no silver lining. The very silence over the impact on the Act troubles me. It's as if our industry—for the nonprofit sector is surely that, employing more people than the automobile industry—is, in the end, unimportant. Unworthy of direct consideration. Secondary. Superficial to public policy.

The silence is most damning. Most suggestive of how far privatization has already come.

We should also consider what the impact of tax reform is on volunteerism directly. As donating money depends most specifically on one's perception of discretionary income, donating efforts depends most specifically on one's perception of discretionary TIME. Here, as we have just experienced in considering the impact on financial contributions, the likely impact is contradictory.

My best guess is that these reforms taken as a group, will increase the discretionary time seen as available to the most wealthy of our citizens. While losing many so-called "loopholes," the major reduction in tax rates for the wealthy will likely result in their ability to maintain a lifestyle with a somewhat lessening time commitment. As we found above, it will likely have no significant impact on the time given by the poorer of our citizens. But also like before, it could have very serious implications for the middle-class, the upper-middle class, and the "yuppie" folks (notorious already for their lack of volunteering), all of whom confront new rates that tax them on the same level as the Kennedy's and the Rockefeller's. This may make them feel they must give even more time to increasing their earnings. The need to monitor the impact of tax changes on the corporation and its market(s)—let alone the likely negative effect

of these reforms on the profits and markets of many corporations—will no doubt increase the work load of most personnel, thereby decreasing their perception of discretionary time; I cannot imagine how this will have anything but negative effects on what has been, until now, a growth market for many recruiters of volunteers, and for which most all of us had great future hopes.

We should also consider "other costs and benefits" again. The loss of deductibility of interest rates and sales tax will affect the perception of time available for altruistic volunteering from many, but particularly from the newly married, from the newly "babied," and from older individuals. These, and others with significant histories of expenditures for items seen as necessities, will all feel more constrained in taking time away from income-earning activities as the marginal rate of expense for such items increases along with the new tax act's implementation.

All of this, however, again only suggests ways of identifying short-term advantages and disadvantages to these tax reforms. They should never allow us to see the almost wholly negative long-term implications of these reforms to our survival, and to the health of the nonprofit community.

FUNDING TRENDS AND IMPACT ON VOLUNTEERING

While this is not an essay on nonprofit fundraising, the impact of nonprofits' ability to attract sufficient income on its ability to attract volunteers can be appreciated by considering that people do not volunteer if they perceive that their time and efforts will be wasted. A sense of futility is among those most deadly to recruiting and managing volunteers.

Once we focus on the connection between volunteering and the perception that one can be effective, the implication of other funding trends is clear.

First, the massive retreat of the public sector from supporting nonprofit services (in 1984, governmental funding accounted for 27% of all monies to nonprofit organizations; upwards of 70% of that money now goes only to the close to 3% of all nonprofits which are hospitals and re-

lated health-care operations; most other funding is skewed towards those some 2% of nonprofits which are universities, and some of those additional 14% of nonprofits with income over \$1. million)—let us admit it here—puts the basic effectiveness of most of our organizations in question. Outside of earned income and professional-level solicitation from a large base of individual contributors/members, public sector income was, for most of us, our most certain source of support. It covered many of our core operating expenses; those central obligations needed to "keep the doors" open.

Is it necessary to discuss the impact of volunteer recruitment and management when, more and more, we are in doubt that the doors can be kept open? Do we really think we can keep this doubt from our volunteers? Can we pretend, as a volunteer, that the short-term increase in our feeling of self-importance that might arise in such an environment is more powerful, over the long haul, than our increasing questioning of the effectiveness of our efforts?

The largest non-public source of support is, as you no doubt know, individual giving, accounting for some 80% of non-public support. Can we be secure in this for the future?

Raising this question shows why the impact of tax reform discussed above is so critical. But the tax act is not the sole force increasing the uncertainties in individual giving. Among other trends are:

- A significant shift in giving to single-issue causes, often of a political or "controversial" nature.
- A main donor base that is growing older and not being replaced; heavier debt obligations for all consumers, and especially for new families and households.
- Rapidly decreasing attendance at religious organizations or other civic associations which promulgate a need to support charitable activities.
- Increasing skepticism in any organization, institution, or sector of society (an assumption of selfish motives that might be thought to mirror

the increasing self-absorption of our citizenry).

- An increasingly consumption-driven citizenry, decreasing perceptions of discretionary income even before the loss of interest rate deductions, etc.

And things are no less troubling in the foundation world, which provided \$4.3 billion of the \$79.84 billion supporting philanthropic activities in 1985. In part perhaps because wealth derived from manufacturing was the historic source for the establishment of new foundations, there has been over the last years a major leveling off of the creation of new private foundations. For a while, there was a great increase in community foundations, but this, too, is now leveling off. Thus, we should anticipate that there will be no large increase in foundation sources in the years ahead. At the same time, foundations remain adamant at staying in the private sphere; that is, in not being a source of lost public sector support and in not providing funds sufficient for core operations.

Corporations matched the level of contributions given by foundations: \$4.3 billion in 1985, for them a 13.1% increase. Like foundations, corporations are continuing to resist replacing public sector funds, particularly becoming directly involved in providing increased human services to the community. As the Conference Board put it in their report "Matching Human Needs and Corporate Programs and Partnerships": "maintenance of basic services for those in society who cannot become self-sufficient, or who will do so only over the long-term, is considered a public-sector responsibility"—regardless of what the public sector has begun to think!

Most corporations continue to see their civic obligation fulfilled by giving to the United Way. It appears that the most significant way by which corporations revised giving patterns to account for the major changes that have hit the nonprofit sector has been through their instituting formal assessments. Yet few do such work, and fewer are likely to do so in the future. In the short-term, personnel will likely be allocated to analyzing the impact of tax

changes on their corporation and its markets; the consequences of this analysis make it doubtful that corporations, in the years ahead, will see that there is sufficient self-interest or "discretionary" personnel to motivate their allocating resources to such "tangential" work.

As with individuals, other trends impact the corporate sector's increasing uncertainty as to the amount of support that will be available to nonprofit services in the years ahead. Among these are an increasing global orientation; an increase in foreign ownership of U.S.-based companies; and a flattening of corporate hierarchies which will shift control to ever-fewer individuals.

All these trends seem to make our lives as recruiters of volunteers more difficult. Our agencies become weaker; the future, more uncertain. And our difficulties are not increased only because these changes make it harder to give volunteers the conviction that their efforts will be useful.

We also, by our own actions, make it hard on ourselves. As lost funding forces us to lose paid staff positions, as other agencies die and those they served now put more pressure on our service delivery resources; are these not the very times that we try to recruit more and more volunteers? We may be one of our own worst enemies, adopting volunteer goals at the worst possible time and refusing to develop effective techniques and good track records in better times.

Currently, as budgets become more restricted, whose budget gets cut the quickest? Surely support for volunteer programs are often high on any agency's hit list. This makes life all-the-harder for volunteer management. It makes long-range planning almost impossible to consider, dismissed as an exercise of futility.

It is almost a vicious circle. As our funding becomes more uncertain or decreases, the more we seek out volunteers; but as we lose funding we have less available for even the rudiments of adequate volunteer management, and as our future becomes more uncertain (and perhaps our survival, paradoxically, becomes dependent on effective volunteer recruitment), we have less and less to meet volunteers' needs to see their efforts as

useful—not to the agency, but to society.

One final fundraising trend bears mentioning. Since 1980, with all these problems, nonprofits as a group have not lost any money. In fact, they actually have managed to increase their total income, if only barely.

At last some good news? Well, not really...at least not for prospects for future volunteer recruitment. 70% of all these new funds found by nonprofits has come from but one source, and it is a source not inclined to increase our attractiveness to volunteers. What could it be? Earned income. And in earning income, don't we more and more look like a profit company? And in looking like one (even though we know we are very different), do we not diminish the likelihood that a prospective volunteer will look at us with interest?

RESPONSES TO FUNDING TRENDS

While they are reasonable responses to these trends, two of the major changes occurring within the management of nonprofit agencies complicate our lives as volunteer program leaders all the more.

The first is a growing move to professionalization of service, in order to accommodate the attitudes of many foundations and, especially, corporations. While volunteers need be no less credentialed than paid staff, in our economy the fact is that, as a group, those available for volunteer positions often have less credentials, even as their skills may be as good as, if not better than, others. This makes it increasingly difficult for us to increase volunteer recruitment while projecting an image that will assist our fundraising from these sources.

And, though I wish it were otherwise, within much of the donor world there is a stigma placed on volunteer efforts that almost translates into being seen as second-rate, credentialed or not. Undependable. Transitory. You know the prejudices as well as I, for we confront them daily, inside and outside our agencies. While lip service is given to support of volunteer efforts, the closer the volunteer sits to non-Board management of the agency, the more unwilling the donor community appears to have confidence in that organization.

The second change may be even more troubling to our long-term success. In the face of decreasing funds and donor desires, more and more agencies have found a new survival strategy: collaboration, joint ventures, merger. One way or the other, these strategies make for larger organizations. This goes diametrically against a social trend of growing distrust in institutions. While, to survive, we are discovering the advantages of economies of scale, many in our potential volunteer pool believe that only small is good, or even to be trusted. At the same time, the social group from which we must recruit our volunteers increasingly believes that power is gained only through independence from others, while we are increasingly projecting an image of interdependence.

There is one final aspect of this trend which affects volunteer involvement. Collaborations and mergers establish far more extensive projects than each agency, on its own, would undertake. And where, besides behind the eight ball, does this put us in relationship to showing volunteers a relatively small project that will, nevertheless, have a real use within society?

OTHER TRENDS

We could go on and on in finding additional trends which have fostered the growing acceptance of privatization to the detriment of the volunteer component of the nonprofit sector. But I think only so much can be taken in at one time. So let me simply sketch out several others that, for whatever reason, appear to be of primary importance to me, hoping that they have some relevance to you as well.

The social contract that induces volunteer efforts is best enforced by people with repeated contacts and familiarity. Now you could dismiss all my concerns about privatization's potential for destroying any social contract supportive of volunteerism and still stumble on this one. The most recent demographic data suggests that fewer and fewer people in the years ahead will seek residence in communities that foster such familial ties. At the same time, both a growing self-referential concern and increased individualization of work (be it fostered by task di-

vision or technology making it unnecessary for frequent face-to-face encounters) make it less likely that people, even in smaller communities, will have the kinds of contact making social pressure an effective system of reward and sanction for volunteer efforts.

And finally there is the need for *trust* as the glue that holds all this together. And, time and again, all I see is growing distrust. Distrust in institutions. Distrust in other people. Distrust in another's honesty. Distrust in one's own abilities to do anything REAL in the world. While I am ever-more attracted to arguments that technology and nuclear arms contribute much to this, you need not accept my explanation of its cause to see this trend every day of your lives, as you watch others' behavior—and as you look honestly at yourself in the mirror of your own critical self-analysis.

And, in ending here, I ask us to ponder what effect there is on this need for trust as it relates specifically on our efforts at volunteer management—on our own desire to volunteer—when we have a public sector leadership that more and more tells us of the need for volunteerism, of its noble purpose, of its being in the best tradition of America . . . while all the time, if you really look at things, the very same people, by their actions, make it all the more problematic to obtain volunteers, and for us as volunteers to feel noble, to be effective?

And, perhaps even more difficult, what are *we* doing to prop up this trust from such a battering when we misadvertise volunteer opportunities? When we don't give, if only because of limited agency resources, what we promised? Or when we can't have the effectiveness we promised, if only for the same reason? And, worst of all, when we fail to let volunteers in on all this when we, and they, come to recognize it?

CAVEAT(S)

There are certain types of volunteer activities that may remain untouched by this root disease within our society. We might begin by noting what is likely not to be at risk if we do nothing. This will help us determine, in our individual situation and for the field as a whole, if the

real costs of attacking the underlying disease are worth the price, given what is not at risk.

Some volunteer opportunities promise that participating volunteers will gain something from their donated energies. And not just a vague something in the way of self-satisfaction, for instance, but rather something that is tangible and clearly in the *self-interest* of the volunteer; something that helps volunteers in their own lives, or in the lives of their own families or neighborhoods.

Such volunteer programs don't only promise such tangible benefits. They *deliver*. From my work as a consultant in this field, an obvious example that comes to mind is parent involvement in school boards and P.T.A.-type organizations in small, often rural or Southern, school districts. As a manager of volunteers, I have seen such benefits delivered through the involvement of a parent with a developmentally-challenged child in an effective mental health/mental retardation advocacy organization. As a volunteer, I see this daily as I and many of my peers volunteer to work in organizations combating prejudices which prevent this society from providing the services needed to address the AIDS crisis.

In all these cases—and there are many more—the motivation for the volunteer is self-interest. There is a clear connection that the volunteers can see between their donated efforts and their own future well-being, or that of ones very close to them. Another way of putting this motivation is that volunteering translates into real *power* to obtain or affect something that positively impacts one's own interests.

Self-interest has always been the most effective motivator of volunteer efforts. The trends under review will affect this motivator less than any other. In fact, this essay means to suggest that if we fail to turn society around by significantly altering these trends, REAL self-interest—not just the false promise of same—may, in the years ahead, be the *only* means of volunteer recruitment.

Is that the type of volunteer world you and I want?

It *may* also be the case that the motivation for volunteer effort that truly emanates from disinterested humanitarian

concern will remain basically unaffected. My doubt here is not with what will be the impact of the trends we have reviewed on this motivation. Rather, I am very skeptical as to whether, in 1986, *selfless humanitarianism* is ever a real reason for volunteering. If it is an effective motivator in your situation it is likely that it will remain such. I simply continue to doubt whether this is ever true for more than the "exception to the rule."

I know from training session after public talk, that many volunteer managers—and as many, if not more, volunteers themselves—argue with me over this point. I continue to find, if one looks closely, more self-referential motivators under a claim of humanitarian concern. This does not make such concern false; it does indicate it is only a partial explanation. We all want to be seen as humanitarian; it is harder to express relatively more "selfish" interests. My fear is that if my skepticism is correct, these trends will expose the weakness of selfless humanitarianism as the motivational "glue" for our volunteer programs too late for us to stop them from falling apart, when the disease spread by these trends hits with full force.

While I have yet to be provided evidence that selfless humanitarianism exists to any significant degree as an effective motivator, I will defer to the possibility that some's experience may be wildly different from my own. Thus, I am willing to propose this conclusion. While it will remain, as it is today, the least powerful motivator for recruiting, motivating, managing, and maintaining volunteers, to the extent it is one it will likely remain one in the years ahead.

THE FUTURE

I realize there is a lot of negativity in all this. Primarily, there is this emphasis on the negative so that we might look at it directly. Like any normal person, I shield my eyes from what I do not want to see. Given the choice between viewing a tragedy and an opportunity, I will almost always take the second option. I do not doubt that there are qualifications and exceptions to what I have presented; I simply did not want a consideration of them to distract our attention from the main issues.

At the same time, I DO believe that there are things we can yet do that will be effective in responding to these challenges. Such hope will be necessary for those of us who will continue in this field during the coming years.

While I did not want to present some initial ideas on what can be done in a way that would distract us from seeing how immense the problem is, I believe it is crucial to close by giving us each something we can use to build hope for our own future within the volunteer community—and for our future constructive impact in the world. This is because I believe that these obstacles are so large that it will take all the best efforts and ideas of us all to overcome them.

In closing, I invite you to begin a dialogue with me—with each other—that could lead to pooling our experiences and expertise to develop such effective strategies. To stimulate discussion by preventing our dismissing highly political issues as irrelevant is the main purpose of this essay, not to point fingers of blame. Certainly not to simply bemoan our fate at others' hands, and give our task up for lost. But rather to make sure that we know the enemy for what it is as we work together to win the war.

To offer only a few possible ideas from my perspective, if only to get the POSITIVE dialogue going, I would suggest we consider:

1. Those motivations for volunteering that have been exempted in the preceding section. More and more, we should find ways of establishing volunteer jobs and advertising and managing volunteer opportunities that act on those motivations that will continue to be effective even in the face of privatization's advance. We have the ability to do much better in developing volunteer opportunities which both promise and deliver real rewards in areas of volunteer self-interest.

2. In recognizing that most volunteering is "irrational" (in that the "costs" far outweigh the "benefits"), we can become much better at offering irrational rewards. For instance, it is not just our responsibility to help volunteers understand the effectiveness of their efforts and, within our power, to be much better at demonstrat-

ing to each volunteer in regular, systematic ways the direct connection between his/her efforts and constructive changes that he/she cares about that we have fostered in the world. It is also within our power to help all volunteers FEEL it.

3. Insist that our agencies, in their collaborative work especially but in general within all their planning, stress that their work is part of a larger partnership between the public and private/volunteer sectors. We not only must stress this; we must INSIST upon its perpetuation. Each time we, as volunteers, fail to do this, especially when we take on as ours and ours alone a responsibility that once was shared by the public sector, we destroy by that much the potential for our own long-term survival. What rewards in the short-term are so powerful as to justify such self-destructiveness?

4. It is our responsibility, as those most unselfishly committed to this partnership, to find ways by which it can be so easily expressed to the public at large that volunteerism and the public-private partnership become inextricably linked terms. In short, we must redefine the very terms of debate. We must find a way to show that it is not that volunteer efforts are the more needed the more the public sector is unable to meet certain needs. Rather, it is the case that volunteers can only help address such needs so long as the public sector remains a partner.

5. Develop methods of volunteer management that create the social bonds internal to our groups that provide the rewards, support, and incentives for continuing with altruistic volunteer efforts that are being eroded externally.

6. Begin overtly to link volunteer opportunities with individuals' growing sense of social dislocation; alienation; sense of powerlessness. This not only affects how we create and package opportunities. It also affects how we ensure our projects which utilize volunteers really are effective at correcting a social problem or meeting a human need . . . and in actively helping them see this positive impact of their work.

7. Actively empowering volunteers to political action. In providing funds for our survival. In helping secure funds from others. And, most urgently for our long-

term health, in fighting against privatization.

8. Actively involving our Board, our constituents, and our staff, in these efforts, to the extent we can do this (and there is much we can do) without jeopardizing our 501(c)(3) status.

9. Refusing to further trust's deterioration by being honest with volunteers, and honestly communicating to them the reasons why you cannot do what you said you would or know you should, as such occasions arise.

Volunteers are at the center of a profound paradox. On the one hand, they personify what indeed is best about the privatization of our society's concern for human needs, culture, and community problems. Our volunteering speaks to the uncoerced action of individuals donating resources to address such issues without receiving monetary compensation. And, in a sense, receiving no public compensation at all, for the rewards of volunteering—social support and approval or individual satisfaction and growth—emanate just as surely from the private sector as does its motivation.

On the other hand, we have learned that such rewards will not long be available if we lose public support for our efforts. And that this is the likely result if we allow the public to abdicate its responsibility for the issues we address. Once we were to allow these concerns to become seen as irrelevant to the public, how much longer could we assume their support to continue?

Because we personify such a paradox, we are given the potential to be the best advocates for maintaining public-private cooperation—and the potential for being the most effective traitors to its perpetuation.

Our pride, our desire to feel important, our refusal to acknowledge our own self-interests and take steps to advance them; all these can lead us to betray our future. We can follow those who will tell us how important and how wonderful we are as they come to deny, themselves, any responsibility. But are these not, in the end, the very actions that will turn off the public—tomorrow's only source of new volunteers?

If we think clearly, and act carefully but

nonetheless effectively, we can expose the peril hidden within privatization. Is it not up to us to establish what will be the social contract of our society?

If not, let us not be surprised if the contract that is adopted has little in it helpful to our needs, and ultimately, the needs of those we volunteer to serve. If we hand over our future to others, the world portrayed for 1984 might simply have been a few years too early.

Volunteer Administration: New Roles for the Profession to "Make a Difference"

Eva Schindler-Rainman, DSW

These are exhilarating, crucial, exciting and challenging times! There are a number of dynamics that have pushed the profession of Volunteer Administration to the forefront. The dynamics and challenges include:

1. Better and more creative utilization of all resources, including human, time, money, space and environmental resources.
2. More creative thinking and challenging confrontation in relation to increasing the philanthropic contributions in the United States of America. Independent Sector makes clear that this is possible, but also adds that it is possible only through initiative taking, creativity and innovative methods.
3. A heavy emphasis on enlarging the volunteer workforce from 48% to 60% of all adults in our country by 1991. This includes involving more teenage volunteers and more older volunteers, but it also encourages the idea that the hours per week spent by volunteers could be increased by at least 10%. Further, if the volunteer workforce diversifies and becomes larger, the decision-making bodies of not-for-profit agencies need re-training so that they can meet documented needs through their mission, and program and service needs with appropriate volunteer jobs and forward-looking recruitment, training, placement, maintenance, recognition and professional supervision.
4. Increasing the ability of not-for-profit systems to raise funds in new, creative and different ways, and to involve the volunteers in more resource finding and fund raising activities. Recent studies show that

volunteers who are dedicated and/or committed to a cause or system will not only raise more moneys but give of their own moneys more easily than persons not connected to the system.

5. Increasing corporate involvement. Not only are corporate foundations interested in implementing their feelings of social responsibility through monetary gifts, but also the corporate world is offering employees the opportunity to volunteer. Some corporations have employee foundations where the workers decide how to spend the moneys they give. Since corporate involvement is relatively new, this is a place for proactive efforts on the part of Volunteer Administrators as well as volunteer decision makers.
6. A concern and a commitment to involve new publics as volunteers. These include un- and under-employed persons; persons who are either mentally or physically at risk; working persons from all kinds of employer systems; multi-ethnic and cultural persons; and more older and more younger people. The multi-cultural challenge is a particularly large one because it includes not only native people, but also persons who have recently come to our country.
7. Humanizing the volunteer work place. Involved here are such things as access to the work place, volunteer personnel policies that include recruitment standards, maintenance goals, as well as conditions for separating a volunteer from the work place. Thought must be given as to how to promote full participation from all parts of the system in in-

Eva Schindler-Rainman, DSW, is a pioneer and international authority in the field of voluntary action. She is a far-travelled consultant and trainer, author of numerous books including *The Volunteer Community*, and the 1983 recipient of AVA's Distinguished Member Service Award.

fluencing and/or deciding those plans and decisions that affect persons in the system.

THE ROLE OF THE VOLUNTEER ADMINISTRATOR

It is necessary to improve the importance, visibility, education, power and status of the Volunteer Administrator. The Association for Volunteer Administration has done a magnificent job in gaining larger acceptance and visibility for the profession. Each community and each system needs to make sure that the Volunteer Administrator is a person who is valued and known throughout the system, and indeed throughout the community.

It is therefore necessary to look at the functions of the Volunteer Administrator/Leader/Manager and be able to communicate these functions as professional and as essential in systems that have a volunteer population. It is now possible for the Volunteer Administrator to be professionally educated and certified, and there are opportunities to continue lifelong learning through professional education and on-the-job development opportunities.

PRESENT FUNCTIONS

Some of the tasks and functions that Volunteer Administrators regularly carry on include the following:

1. Supervision of employees and volunteers.
2. Consulting with volunteer decision makers.
3. Consulting inside the system as well as outside the system with other persons and groups.
4. Enabling individuals and groups to do their tasks.
5. Writing proposals, reports, letters and memos, etc.
6. Developing budgets and defending those budgets; often helping to raise the money for the budget.
7. Programming activities.
8. Interviewing, both paid persons and volunteers.

9. Planning a large variety of meetings.
10. Doing as well at leading future planning activities.
11. Training staff and volunteers.

In addition to these more common present tasks and functions, there are some emerging functions and roles that will become important as the Volunteer Administrator becomes more active, more elegantly assertive and better known.

EMERGING FUNCTIONS

There are also emerging functions, some of which are already being done by Volunteer Administrators, while others may still be a gleam in the eyes of planners and conceptualizers.

Volunteer Administrators will need to *be able to do action research*. With the heavy emphasis on measurable goal achievement, it is important that the Volunteer Administrator be familiar with and competent in research methodologies that will collect data and gain the kind of information that is needed. Included here may be attitude surveys, leadership and communication profiles, volunteer morale surveys and others. Able and adequate data collection will lead to the possibility of getting more money, such as matching grants, additional paid positions, and making relevant and appropriate organizational changes.

More emphasis needs to be put on *developing in-house volunteer programs*. It is important for the Volunteer Administrator to see the employees in his or her system as potential volunteers. There are many examples of such volunteer corps being organized. One of these is in a telephone company from which a Director of Volunteers has recruited a large group of volunteers to do in-house training. These volunteer trainers have developed their training designs as well as delivering the courses both on company time and after hours.

There is the possibility that *employee foundations might be developed in the not-for-profit sector* just as they have been in the corporate world.

Staff-volunteer teams must be developed. It is no longer possible to worry about impro-

ving relationships between staff and volunteers. Rather the emphasis needs to be on how volunteers and staff together can deliver the product, programs and services of the particular system.

The development of *in-house collaborative training* between disparate units or departments is another thing that the Volunteer Administrator can initiate and spearhead. This is in addition to creatively developing collaborative training and other activities with other agencies or systems in the community.

More than ever before, the modern Volunteer Administrator will be a *linker or connector* to other functions within the system as well as to resources outside the particular system.

Technology Transfer Volunteer Corps must be developed. The frontier work in this was done by the Research and Development Centers of governmental agencies and by the Service Corps of Union Carbide Corporation. Volunteers with specific technological knowledge and expertise offer their services on short-term or temporary bases to civic and not-for-profit agencies. These systems usually have no budget for consultants to select and install a computer, reorganize a building for better use of space, fix leaking roofs and/or improve the productivity and participation in local town meetings, to name but a few. Often the Technology Transfer Volunteer is a person who is about to retire or has just retired but has lost none of her or his technological expertise and is eager to continue to be productive.

Transition Management, a new field, becomes an important one for Volunteer Administrators. Human beings go through mini and maxi transitions, and need help while doing so. Mini transitions might include a transit from living in one part of town to another or moving from one agency or organization to another. Maxi transitions include such things as becoming single, having children grow up and leave home, illness, becoming unemployed, and the death of important others. Volunteering can often serve to help with these transitions if the Administrator is sensitive to such facts and includes getting information on them during the volunteer recruitment interview

or through ongoing feedback sessions either on an individual or group level.

Employee Assistance Programs are being developed in many work places. They began with assisting employees who were suffering from substance abuse problems, but many of these EAPs are becoming a broader kind of helping function and may include transition and transfer counseling, information hotlines, family and health counseling and prevention programs as well as stress reduction programs. The Volunteer Administrator could take a very active role in helping such Employee Assistance Programs deal with the problems of the whole human being and offer volunteer opportunities as one of the ways to help persons with some of the problems they have. In addition, volunteers could be placed as helpers in EAPs.

The Volunteer Administrator must become an *internal consultant* who is seen by members of all departments or units as a necessary human resources development person who has particular expertise in helping to look at how to help people give an important service as well as gain important rewards from that service. These Administrators should be experts in humanizing the work place.

COMPETENCIES NEEDED

There are at least ten competencies that become important if a Volunteer Administrator is to be a member of this new, exciting, and "coming-of-age" profession. These ten competencies will be considered a management function. The persons who first suggested some of these functions were Warren Bennis and Burt Nanus in their book, *Leaders*. Here they are:

1. *Management of attention*, which includes the ability to motivate, get people's attention, to communicate commitment which attracts people to serve. A person able to motivate has vision that others may not have of both goals and directions of the particular service and/or product. The person is artfully assertive and knows what s/he wants. S/he does not waste time, either his or her own or other people's, and is willing to take risks involving the appropriate others in decision making and planning.

2. *Management of the present and the future.* Included here is the ability to have vision and communicate that vision of goals, sources, products, directions and be excited and enthusiastic about the possibilities of the system moving towards this vision.

3. *Management of time, own and others'.* This means that the Administrator has really thought through how to manage his or her time, as well as being sensitive to the time availabilities and the abilities of others. Time management is taught to all as a necessary skill.

4. *Management of meaning,* which includes the ability to communicate clearly so as to be understood. The Administrator must be able to communicate vision, goals and directions so clearly that they become real to others. It is important for the Volunteer Administrator to be upbeat and positive rather than negative and problem oriented. This means an attitude of "we can and shall do it" versus "it will be hard but let us try and see where we get to."

5. *The management and development of trust.* This means that the Administrator encourages trust in the board and throughout the whole system of employees and volunteers. Trust is encouraged when a person is seen as reliable and constant in word and action. It may be said of such a person that "you always know where he or she is coming from." Such persons are open, can be counted on and are not constantly changeable. Also, they know and utilize the resources of others and appreciate and give credit to those others. It might also be said that they believe in and tap into the collective wisdom.

6. *The creative management of traditions* is another competency that is needed for most of the not-for-profit systems as well as some of the systems in which Volunteer Administrators work other than those, which have long, valued and important traditions. A modern Volunteer Administrator learns to deal creatively with these traditions, valuing those things that should be kept, and finding elegant ways to deal with those things that are no longer viable.

7. *The management and knowledge of self* is important. The person is comfortable with his or her abilities as well as limitations.

She or he can deploy these skills effectively, is self-critical but not deprecating, and enjoys doing, winning and succeeding. Persons who know themselves are not worried about failure, for they feel that a mistake is just another way of doing things and can be a learning tool.

8. *The management of others.* The effective Volunteer Administrator believes in empowering others and has the skill to do so. This Administrator gives pace, energy and encouragement to the work of others and delegates effectively. Other persons are made to feel significant and that they make a difference. Empowerment has to be believed in for everyone, up and down and sideways in the system, staff and volunteers, if it is to work and uncork the creative resources of all persons. This means that people are pulled toward a goal rather than pushed. It also includes that the goal of successor leadership is built in by the Administrator.

9. *The management of a multi-cultural, diverse work team.* This is becoming more and more important, and it focuses on the ability to celebrate difference. It is important to build on the beauty of difference rather than seeing conformity as the foremost value. All work teams are becoming more diverse as people bring a variety of lifestyles, values, understandings, sensitivities and abilities to them. Appreciation of difference as a way of producing a better product and as a way of learning from one another becomes necessary.

10. *The management of power and influence* is based on the belief that administrators of voluntary programs have both power and influence and that they need to become more comfortable and more facile in using these assets. Both power and influence go with any management job, but the proof of effective leadership is how these two dynamics are understood and utilized.

Thus the excellent Volunteer Administrator challenges others, envisions superb products, programs and services; feels and communicates pride, enthusiasm and commitment; detects, selects and keeps able co-workers, members, staff and volunteers; gives credit to others easily; develops a family or team of different persons to participate in the delivery of the

services; is dedicated to the work and may even love it; embodies and articulates his or her own values

It is a time of choice, challenge, creativity, complexity and change—a wonderful time to be a “difference maker” in the volunteer world!

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Selected "Philosophy of Volunteerism" Essays from Colleagues "Certified in Volunteer Administration"

As part of the application process to become "certified in volunteer administration," candidates are expected to articulate a personal philosophy of volunteerism in an essay of less than 1,000 words. This essay becomes the foundation for the "portfolio" developed by each candidate to demonstrate her or his competencies in volunteer management. After reviewing many portfolios, the Association for Volunteer Administration's Assessment Panel began to realize that many of the Philosophy of Volunteerism essays were provocative and worthy of sharing with others.

At the same time, AVA began receiving requests for "sample" essays to assist new Certification candidates in writing their own philosophies. After some discussion, it was determined that THE JOURNAL OF VOLUNTEER ADMINISTRATION was the best vehicle for sharing these essays with our colleagues in volunteer leadership.

Therefore, we are delighted to present here six essays, reprinted with the permission of each of their authors (since Certification portfolios are confidential documents), that provide both similar and very different perspectives on what volunteerism is all about. The essays are, by definition, personal. Each represents an attempt to define our evolving field.

While these Philosophy of Volunteerism essays were chosen for publication because the Assessment Panel felt they had merit (both in terms of content and of writing style), their appearance here should not be taken as an "endorsement." There is no one, final or absolute statement of philosophy for our field. Rather, we are all reaching towards a statement that permits us to communicate with one another on common ground and that guides our actions as professionals and as individuals.

From time to time THE JOURNAL will continue to publish other "Philosophy of Volunteerism" essays—which also ask candidates to comment on the "Role of the Volunteer Administrator." We hope that these first six will prove interesting and valuable to the continuing development of our challenging field.

—Editor

SUZANNE LAWSON, CVA **Director of Regional Services** **Heart and Stroke Foundation of Ontario**

My personal philosophy of volunteerism is based on two somewhat related understandings of life: one, that individuals are reservoirs of skills, insights, experiences, "gifts," which they need to identify and use in order to truly be themselves; and two, that our world is full of people who need, from others, their skills, their caring, their support. I think that volunteerism is the major way, if not the only way, that these two compatible beliefs can be put together.

The professional in volunteer administration, whether volunteer or staff, is the one who is in the best position to link people with gifts of skill and time and love with those who need what they can give. And the professional volunteer ad-

ministrator is also the one who, by affirming and/or critiquing the way the gift is given, can help the giver grow and develop in competence and in confidence.

The trouble is that none of this is easy. Human beings, especially women I believe, have great difficulty understanding that they have something worthwhile to share. Therefore, I see that the task of the volunteer administrator is to carefully and realistically help individuals and groups decipher what they can do/give well already and, even more, what they may learn to do after some training and with some support. Similarly, human beings in need are often not clear about what they really need; society is not of one mind

about how help should be given.

It seems to me that the volunteer administrator again needs to be skilled enough to organize a response to the need which will truly help the situation. And, because human interaction is rarely uncomplicated, the volunteer administrator is required to manage the linking of the giver and the need with dexterity, perception, and compassion. She/he must, above all, be the one who can keep a sense of perspective on the interaction.

Over the past three years, I have been studying and puzzling away at the concept of gifts—and why women in particular frequently appear unable to identify and acknowledge their gifts (talents, skills) and use them for good in the world. The conclusions I'm reaching here are that we avoid recognizing our gifts (indeed, don't *expect* to have them) because we've been brought up not to boast, because we've been socialized to put ourselves last, and because we're afraid of accepting the responsibility that goes along with having gifts—and here I get theological—of using those gifts for God's work in the world. While these reasons apply to women especially, they fit men to a somewhat lesser degree.

Volunteer administrators can help in the recognition and wise use of people's gifts in several ways:

1. By being partners with the individual in the search, by not jumping to identify only the one skill needed by the organization but by joining in a long-term search for all the skills. This becomes a shared human pursuit, not a filling of slots which demeans rather than uplifts the volunteer.
2. By providing support, particularly at the beginning of a task which is calling on tentative skills. And, by pulling back when it is clear that the skill is there in full force.
3. By always treating the volunteer as an individual with specific needs and attributes. Recognition of detailed contributions; discussions about feelings relative to tasks; concern about stretching and promotional opportunities (even if into other organizations) all help.

As a volunteer administrator in a large voluntary organization, I find this attention to an individual volunteer's gifts very difficult to give, but I strive to do what I can and to model this process in staff relationships so that they, as volunteer administrators themselves, will take up these responsibilities.

Volunteerism has become, I'm afraid, a tool of the bandwagon approach to need. If a need, or a *perceived* need, can be sold to the public, the do-gooders around will leap to assist the cause. Volunteers motivated by the good will to help, can be manipulated into helping a cause that is not best served by the particular kind of help offered. I see more and more of this (perhaps there is no more, simply that I see it better now). The misguided missionary movement sees its contemporary counterpart in food collections for disaster areas which either never make it to the folk who need food, or which contain food suitable only for North American bellies; in slum clean-ups that leave impoverished people without shelter; in fund raising for research that will help only a tiny percentage of the population even if a total cure is found.

Our capacity via global media coverage to *see* and *feel* people in outrageous need, our willingness to respond with time and money, has done some good, some evil, and has wasted an inordinate number of volunteer and staff hours, and millions of dollars. And, I think, over all, this has made cynics (no longer willing to give money or time) out of far too many people.

Volunteerism is a powerful tool and it must be mobilized with the utmost care.

A volunteer administrator can help bring wisdom to the forefront:

1. By questioning the level of need—through direct interviews with potential recipients of help if possible, or by researching the situation in detail.
2. By asking potential recipients to be involved in the creation of an appropriate response to the need. People should not be "put upon," but "worked with."
3. By questioning sharply the organiza-

tion she/he works for if it ignores the two previous suggested responses.

Although the organization I work for is not a service-oriented organization, it does use untold volunteer hours to raise money for research and educational programs. I have tried to function as a subtle in-house critic of its method of awarding research grants, the focus of its educational programs, and its use of committed volunteers to achieve both. By asking, arguing, and working for organizational change in the relatively few areas that needed change, I now am quite comfortable about inviting volunteers to join a good cause and a good organization, and also can, in conscience, ask potential donors for money. However, I expect the role of organizational gadfly is one I will continue to play, and I look for and respond to that particular quality in other volunteers or staff. It is a difficult role for someone in a key management position, but it's a role which is well worth holding on to, in my mind.

The volunteer administrator is caught right in the middle of a balancing act. In trying to make the organization a wonderful place for the volunteer to use his/her gifts, the volunteer administrator can lose sight of the primary mission of the organization. In trying to get a task done that is central to the organization's health, the volunteer administrator can forget the needs of the volunteer.

The volunteer administrator can live on this tightrope:

1. By constantly asking what a *wise* use of time is, given the organization's role, and by redirecting enthusiastic volunteers who get carried away with

peripheral matters. If the volunteer cannot be redirected, and if the excursion is not harmful, the volunteer administrator needs to use his/her *own* time wisely and simply not devote time to the minor task or the volunteer who engaged in it.

2. By nurturing and caring for the volunteer, and then by getting on with the job to be done. An over-use of nurture and support demeans the volunteer. A get-down-to-business approach gives the volunteer an awareness of purpose. It's the old task/maintenance tension.
3. By sharing leadership of volunteers and of projects or programs with others, even with volunteers(!), from whom one can encourage honest feedback, and with whom one can discuss dilemmas.
4. By always remembering that there is a tension between volunteers' needs and organizational needs, and that there is no easy route to follow to relieve oneself from managing in the tension, and managing the tension itself.

Because of the complexities involved in responding appropriately to the above challenges, the professional volunteer administrator, who is at the hub of the activity, needs to be in constant pursuit of knowledge, skill, sensitivity and experience in order to learn how the task of managing the people and the process can be better done. I do not think it is good enough to be a well-intentioned amateur in this milieu.

CONNIE SKILLINGSTAD, CVA
Volunteer Coordinator
St. Joseph's Home for Children
Minneapolis, MN

While my philosophy of volunteerism and volunteer administration has evolved over the past fifteen years I have spent in the field, it in many ways remains unchanged from my childhood, when I re-

ceived my first taste of volunteering. I have gained in the skill and knowledge of how to unleash the motivation within individuals to participate actively in our society and work to make a difference,

but my basic belief about what volunteerism is and why it survives reflects my parents' commitment to freedom and democracy.

Volunteerism embodies that spirit of free will and sharing that individuals bring to the many activities of life and which enables those individuals to gain a sense of fulfillment and worthwhileness from those activities. In its broadest sense, therefore, volunteerism is anything we do of our own volition, out of a God-given free will.

Much, if not most volunteering, is still done on an informal basis, neighbor to neighbor, friend to friend, and family member to family member. Although not always designated or identified by those participating as "volunteering," these activities contain that same spirit of giving and sharing/helping that fits an all-encompassing definition.

The receipt of salary, stipend, or other tangible benefits is basically irrelevant. There are many persons within a paid career who bring to that career the same spirit of freely giving of time, talents and commitment as those who receive no pay. The definition of "volunteer" is more clearly understood in the context of an attitude or expression of values than through defining tangible rewards. We are all aware of people who do only what is required on a job and work 9 to 5, especially as we contrast them to those who go the extra mile to see a job through to a successful conclusion.

Ideally, we would be able to operate fully as an informal voluntary society. However, in a society, a world society, as large and mobile as ours and which contains a great division between people, culturally, economically, geographically, and ideologically, the spontaneous person-to-person helping of our American roots does not reach far enough. There is a need for organized efforts to reach the poor, starving, alienated, and disenfranchised of our world, those unable to reach out to others except through formal mechanisms. These organized efforts are able to link those in need with those who have the needed skills or resources to share, and who are able to provide advocacy. In addition, many services, such as those of educational or cultural value, are

most effectively and efficiently provided through a formalized structure.

Our society is increasingly complex and social systems have become increasingly impersonal through computerization and systems development. People have a greater need for personal contact than ever before because of isolation they experience. The transience of our communities requires that there be systems for linking people to one another.

The organizing of volunteers for service, advocacy and leadership is an outgrowth of these needs. Volunteers formed the roots of most human service professions and disciplines including social work, public education, corrections, medicine, and many more. Over the years, these organizing efforts have resulted in a body of knowledge and a profession currently called volunteer administration/management.

Although with the advent of many professions, volunteering fell into disrepute, the last fifteen years have seen unprecedented growth in needs for volunteers. As we deal with an incredible national debt and thus a shortage of funds to pay for needed services, I have seen the expansion of efforts to involve volunteers especially in the not-for-profit sector. Although I have seen some organizations try to do this without the professional volunteer administrator, I have more often seen them recognize their need for a well-organized program.

It has also become apparent that many services are provided more effectively and efficiently by the unpaid worker. The value to the recipient who knows that the person helping them is doing so because they want to rather than because "it's their job" has immeasurable impact on self esteem. The children we serve at St. Joseph's Home for Children, where I manage the volunteer program, have experienced rejection by family, serious emotional and physical abuse, and an uncaring community. Volunteers, more than anything, let the children know that there is a community that does care what happens to them and reaches out to touch their lives and make a difference.

The paid staff person who provides service out of this same spirit or attitude, achieves the same outcome. What I am

getting at, is that the stipend, salary, expense reimbursement or even court requirement of restitution have little bearing on the commitment of the "volunteer." The committed staff and committed volunteer, however they get to your agency, have much more in common than those who do their work out of a sense of duty or for their paycheck.

Individually, our choice of volunteer activity, like (hopefully) our choice of vocation, is based on our goals and dreams, stage in life, level of personal/professional development and other needs. At any given time, we will choose differently. We will choose those activities which help us to achieve those goals, experience growth, and meet needs for belonging, accomplishment, status, creativity, and so on.

We continue to engage in those activities (again hopefully) only as long as they meet a need. Sometimes people continue beyond that time out of a sense of obligation, fear of change, lack of awareness of needs, or complicating life situations. When this happens, I believe that the spirit of volunteerism is diminished. Frequently, the person stops feeling fulfilled in the work and stagnates (does only what's required), decides to make that change, or finds another way to refuel his/her commitment at the same position, through job enrichment, etc. Many of the people I see in our volunteer program are those who have been unable to find that sense of self worth or fulfillment in their paid work and yet are unable to leave that work for many reasons. They are also those who had to make a choice for economic reasons and otherwise might have chosen differently.

Another aspect of volunteerism which I see as significant more recently relates to the rapidity of change in our society. People are becoming more and more accustomed to change and are looking to change their volunteer and paid "careers" more frequently than in previous times. While there are still some twenty-year people around, they are few and far between. People change their loyalties and priorities frequently today. We as professionals must be cognizant of the needs of those who come to us to volunteer and place them in appropriate settings.

There are many more opportunities to volunteer and issues/causes in which people can and want to be involved than ever before. People frequently want to move to levels of increased responsibility, authority and influence or to jobs that more effectively address their needs. It is important that we make such opportunities available. Some volunteer work requires specialized skills and training, while other types serve as a means of transiting to a new career by giving opportunity to learn skills. Some enables individuals to move from formal education to actual practice of a profession.

The role of the professional in volunteer administration is to manage this entire process and to encourage and evaluate it. We are the keepers of standards and ethics of involvement. It is further the role of the volunteer administrator to engage the individual and group in a process of identifying their goals and needs and matching them with volunteer opportunities/activities that will help them to meet those goals. My greatest sense of achievement comes when I see volunteers achieve that sense of fulfillment.

In managing this process, the volunteer administrator must attain and exercise skills in defining the needs of clients and agencies which can be met by the unpaid worker and those which must be paid responsibilities. Further, the volunteer administrator must have skills from a variety of disciplines including personnel, training and development, program management, public relations, financial management, supervision, and so on.

Most importantly, the volunteer administrator must encourage/nurture that spirit of volunteerism in all whom they encounter (paid staff and volunteers as well as informal relationships). To do this, I believe that we must possess that spirit of volunteerism within ourselves, must be willing to help others get unstuck when their volunteer or paid jobs stop being fulfilling or are not the rights ones for them, and must be willing to model these values and attitudes.

The professional volunteer administrator must commit him or herself to learning that body of knowledge that exists for the profession and to developing skills.

The role of the volunteer administrator requires awareness and practice of a particular code of ethics (such as articulated by AVA), and to meeting a basic level of work which reflects standards set by the field.

Although we are still struggling in some ways to prove we are a profession, we have come a very long way. The view of our profession is changing from within and without. It must continue to change if we are to reach our full potential and the

volunteer potential can be fully realized. We in the field must advocate for this through education of those with whom we come in contact wherever possible and by manifesting the best our profession has to offer. Such programs as AVA's certification program give us the tools to evaluate and upgrade our profession. We as individuals must use these tools and develop more.

It is truly the most exciting field around.

KATHLEEN M. CURTIS, CVA **Milwaukee Public Museum**

In this statement on my philosophy of volunteerism and the role of the professional in volunteerism or volunteer administration, I will be focusing on several key ideas that are fundamental to my personal view toward volunteerism and my career. These ideas are: 1) my personal motives and volunteerism; 2) understanding the role of volunteerism in the midst of societal changes and challenges; 3) involving untapped sources of volunteers; and 4) my responsibilities as a professional in volunteer administration.

Until I had this opportunity to put my philosophy toward volunteerism in writing, I had done very little to analyze my feelings in any depth or to develop a definition of volunteerism. I am by nature much more of a "doer" than a "thinker," and until recently did not spend much time trying to understand my personal motivations for volunteering. As I reflect on my teen years, I volunteered primarily as a result of the role I played in my family as the oldest of five children. I was usually the one to take charge, make decisions, and in general help out whenever I was needed. I believe that when I entered high school, I volunteered largely because my identity had been built around being the service provider and care-giver. At the time, I did not realize that I was gaining social and career skills, a great deal of self-confidence, and future job references.

When I began my college years I continued to volunteer, but for different reasons. I sought out experiences that

would help me decide which career field I wanted to pursue, that would help me build a good resume, and also provide a chance to meet people of my own age and interests.

After I graduated from college and began to work, I once again experienced a change in my motivation for volunteering. I became deeply involved in Girl Scouting, partly out of my own interest in the out-of-doors, but largely because I wanted to return to Scouting what it had given me. Scouting had been a very important part of my youth, and I had a desire to help other girls through Scouting. I began to view volunteerism as a way to give to others.

Since that time, I have been involved in a wide variety of community service activities, and I have been motivated by a combination of many of my previous reasons for volunteering. I volunteer in order to use my skills to help others, to meet new people, and to feel a sense of belonging and achievement. I need to feel that I am contributing to my community and volunteer work allows me to do so in a very direct and meaningful way. I am motivated by my need to meet the needs of others and my need to make an impact on society.

I have been writing about my personal development because I think that an understanding of my motivations and growth in volunteerism is essential to an understanding of and empathy toward the volunteers I work with every day. I believe that I can understand and accept

the motivations of other volunteers because I have volunteered for just about as many reasons as anyone! I believe that each person's reason for volunteering is valid, and none is "better" than another. People's motives for volunteering will depend on where they are in their personal life and what their needs are at the moment. Their motives will change as these needs are met and as they grow.

All volunteers seem to have a certain spirit in common. Although each individual may have a different motivation, all share a spirit of good will, generosity, willingness to serve, and optimism. Whether this spirit is expressed through small, unplanned acts of kindness or through larger-scale, well-organized activities, voluntary action is a basic component of a healthy adult and citizen-involved community.

In my opinion, voluntary actions are self-directed ones which an individual or group of people chooses to do without financial reimbursement for their contributions of time and talent. I feel that the voluntary movement in our country stems from the interests of individuals and the motivation of those individuals to help make our society a better place to live. When a person has a concern about an issue or community need, and he/she takes action to make change happen, that individual is part of the entire voluntary movement which is vital in our country. Volunteerism is a vehicle through which people not only voice their concerns or opinions but actually behave in a way which moves toward solving societal problems. Volunteerism plays an important role in our society by allowing anyone who cares enough to get involved, play a role in decision-making processes, and meet human needs.

Just as my personal development in volunteerism changed as I grew, society also has experienced changes in its volunteer force through time. It is vital that volunteer administrators recognize these changes and turn them into opportunities for growth. One of the most recent changes, the movement of women to the paid workforce, has resulted in a particular challenge for volunteer recruiters. The traditional mainstay of the volunteer force has been the homemaker, and as she en-

tered the workforce, many organizations have had to change their major source of volunteers. This challenge caused agencies to begin to look for new, untapped sources of volunteers, and resulted in a terrific opportunity to incorporate new individuals with a wide variety of management and technological skills into volunteer programs. Since many of these "new" volunteers work at full-time paid positions, we in volunteer programs need to change and adjust our schedules to meet their availability. Once we do this, we have a highly energetic and skilled resource to involve in our programs. One interesting aside is that many of the "traditional" volunteers who are now in the workforce are beginning to volunteer in new and challenging positions for them, as a result of their newly-found skills and interests.

As a professional in volunteer administration, I believe that part of my role is to understand volunteer motivation and keep updated on societal changes which affect the volunteer force. However, I feel that my major role as a volunteer administrator is as an advocate for volunteers and volunteerism. I fill my role as an advocate in several ways: 1) by acting as a liaison between staff and volunteers; 2) by matching the interests and needs of the volunteers to meaningful positions for them; and 3) by being a professional in all aspects of my work, thus upgrading the image of volunteerism in general.

As a professional in volunteer administration, I act as a liaison between staff and volunteers on a daily basis. I discuss ethical guidelines for staff regarding the types of work volunteers may be asked to do and in this way protect the rights and interests of the volunteers. I ask volunteers for ideas on their training needs and communicate those ideas to staff members who are in charge of volunteer training courses. I am the person to whom volunteer committees often come first with a new idea and I discuss with them the best way to approach museum administration with their ideas. I also act as a liaison in the case of volunteer concerns about relationships with staff and vice versa. I have confronted a staff member about his difficulty in relating to volunteers, and we have worked together to help change that

relationship for the better.

I act as an advocate for volunteers by helping them match their interests and needs with meaningful positions available at the museum. I do not try to talk new volunteers into accepting a position just because we desperately need someone, but rather offer them a position that will be personally fulfilling, based on what they have told me about themselves. By placing volunteers in positions that match their interests and skills, I am doing my best to help them be successful and satisfied in their work. They are likely to give a great deal of their time and perform their best if they are placed in the right job for them. This good performance raises the image of volunteers in the eyes of museum administration and makes the staff realize that the volunteers are essential to the museum.

Finally, as an advocate for volunteerism, it is especially important for me to be a professional in all aspects of my work. This means being well-organized, knowledgeable, tactful, prepared for

meetings and able to handle situations that arise in an effective and sensitive manner. It means being up-to-date on current trends in volunteerism and issues which affect volunteers.

As a professional, I can play an important role in making it possible for volunteers to be the best they can be and to be viewed as professionals themselves. If I am not a professional in the management of the volunteer program, it is likely that the volunteers will not receive the respect and recognition that they deserve.

In closing, I am pleased to have this opportunity to examine my personal growth and motivations in my own volunteer experiences. It has made me realize how essential it is that volunteer administrators have a well-rounded background in volunteer experiences of their own. Writing this statement of my philosophy has given me an opportunity to clarify my role as an advocate for volunteers and to remind myself of my responsibilities to the volunteers I serve at the museum.

JOHN D. MASON, CVA
Director of Volunteer Services
William Temple House
Portland, OR

From my study of our country's history, I have concluded that the driving spirit of our democracy has been a spirit of volunteerism in which citizens played an active role in addressing social problems and humanitarian issues. In the beginning decades of our history, this spirit took the form of neighbor helping neighbor in times of need or neighbors working together on projects such as building a town hall or putting out a fire. With the advent of the Industrial Revolution and as life in our country started to become more complex and impersonal, volunteers formed themselves into local and regional groups to more effectively address human and social needs, capped by forming national organizations.

Although these volunteers came from many economic classes, different races, both sexes, and worked on projects that

addressed a wide range of philosophical ideas, the public image of volunteers was primarily one of white, well-to-do women "doing good." Since volunteering was something wealthy white women did with idle hours, affluent white men who volunteered were seen to be doing their "civic duty," while still other groups of volunteers were seen to be doing their "Christian duty," speaking out for justice, or simply being neighborly. Most volunteer endeavors, by whatever name, were not viewed as work, but as something to do with "extra" time. These early volunteers did what they deemed prudent and necessary without much concern for the status of their work or of volunteerism. Their primary thought was to right an immediate wrong or to make changes in certain social conditions.

In many ways, I believe today's volun-

teers are no different from volunteers of twenty, fifty, or one hundred years ago. Often, they are still concerned to right wrongs and to contribute to changes in social conditions which will improve the quality of life for all citizens. However, I have observed a subtle, yet no less dramatic change in how volunteers view their activities and themselves as volunteers. As this change has evolved, I have observed firsthand how volunteers view their activities as volunteer endeavors, efforts which involve meaningful work, not just a means of utilizing leisure time.

Volunteers are beginning to recognize that they can use some of their discretionary time to help others in ways that will also provide for themselves significant benefits or compensations. Also, volunteers are beginning to see that organizations have responsibilities toward them, and that they, in turn, have responsibilities toward the organization and the people that they serve. There have been many influences which have sparked this evolution: increased public understanding and awareness of the tremendous and important contributions volunteerism has made (and is making) to the quality of life in our democratic and pluralistic society; the assertive aspects of the women's movement; the increased number of active, retired people; the decreased Federal government's funding of social programs; the increased awareness of businesses and corporations of the value that volunteerism can afford their employees and company image; and the general increase in discretionary time. As this evolution continues, I believe that the public, as well as volunteers themselves, will view volunteerism as non-salaried employment providing tangible compensation.

Today's volunteers, like myself, are people who freely choose to take an active role in addressing social problems and humanitarian issues through activities that are not their source of livelihood, performing within the context of a formal or informal organization, and functioning in addition to what is expected of all citizens or members of a group. Simply, they are non-salaried employees. Excluded from this, my definition of volunteerism, are those people who volun-

tarily and spontaneously help others, such as "good Samaritans," without the benefit of a structured organization and those people who voluntarily choose to join a group with the purpose of earning their livelihood from that group, such as our U.S. "Volunteer" Army. Although these people are not part of today's volunteerism, such forms of voluntarism, are, nevertheless, needed and appreciated.

There are other groups of people who can be very useful to volunteer organizations, even though they are not to be included in my definition of volunteerism. These groups include people who earn employment or academic credit for doing what is expected of them, and people who are "expected" or coerced by the courts to do community service work. Included in my definition are those people who may receive compensation in forms of stipends, the Peace Corps being one example, or reimbursement for such things as travel, meals or parking, or the waiving of certain fees such as the AVA conference registration fee for those serving on the Planning Committee.

As volunteer activities continue to evolve into recognizable, meaningful endeavors with compensation, I have observed the role of the leader of volunteer programs evolving into a recognizable, meaningful profession requiring definable skills and attitudes.

Today, I realize leaders of volunteer programs must be well-versed in a wide array of administrative skills. They must possess a positive belief in the potential competency of volunteer workers and in the social responsibility for all citizens to actively address social problems and humanitarian issues. People in general and volunteers in particular desire leaders, not managers. Machines are managed. People are led with the art of leadership. Machines need to be "controlled, handled and arranged," while people deserve to be "guided, escorted and directed."

Effective volunteer leadership is not so much the techniques employed, important as they are, as it is the total projected attitude of its leaders, how they feel and what they believe about volunteers, and how they feel and what they believe about themselves. Leaders use them-

selves in a manner that assists volunteers to do something constructive and meaningful with their lives, promoting professionalism in themselves and thus, in others. Professionalism, on the part of leaders and workers alike, is largely a matter of attitude—an attitude of dedication and discipline, an attitude of respect for self and others and for their field, in this instance, volunteerism.

I firmly believe that professionals in the field of today's volunteerism understand that volunteers occupy "paid" positions, positions paying something other than money. Each volunteer's pay is unique. Some are paid with socialization or friendship. Others are paid with improved physical, mental, or spiritual health. Still others are paid with learning more about themselves or acquiring marketable skills. A sense of belonging, of being needed and appreciated, contributing to the betterment of the community, or participating in the work of the church are still other forms in which volunteers get paid. Indeed, they are non-salaried staff who are justly compensated for their work.

My experiences have led me to conclude that in the field of volunteerism, professionals possess an understanding of the basic philosophy, spirit and drive of their organization, how they directly contribute to its mission, and that volunteers deserve to be treated with the same consideration as salaried staff. Volunteers must be involved in the decision-making process which affects their jobs and the quality of the service rendered. Like fellow staff members, they must feel that they are an integral part of a "human unit," valuable members contributing to the organization.

In my view, the professional under-

stands that people must be nurtured to feel a basic sense of job satisfaction. Those people who are recognized, thanked, and treated with respect and dignity enjoy a sense of gratitude. In learning new skills, finding opportunities to socialize, and utilizing their time effectively, volunteers experience fulfillment. Volunteers who participate in the delegation of tasks and responsibilities and who share in the advocacy of the organization feel significance. This sense of job satisfaction is essential in the retention and the productivity of all employees.

Professionals in the field of volunteerism further understand that there are personal responsibilities to exercise honesty and integrity toward self and others while articulating and practicing a consistent philosophy of ethical volunteerism. Conscientiously caring for physical, mental, and spiritual health enhances human dignity and promotes a climate of mutual allegiance. Congruence between an individual's philosophy and the philosophy and practices of his or her organization aids veracity and probity. Pursuit of personal maturation, vocational development, and excellence within one's field amplifies volunteerism. Assuming personal responsibilities strengthens the individual, volunteerism, and society.

It is my belief that the future challenge of volunteerism is to foster a greater awareness for the need of professionalism that exercises accountability while building a mutual obligation of people working together to make the best use of human and natural resources in addressing the issues at hand. As this is accomplished, the spirit of volunteerism will remain the driving spirit of our democracy.

GRETCHEN E. STRINGER, CVA
Consultant in Volunteerism
Clarence, NY

The dictionary definition of "voluntary" is: "done, made, brought about, undertaken, etc., of one's own accord or by free choice." Most of our systems: govern-

ment, education, human service delivery, arts development have all developed voluntarily. Our citizens have gathered themselves together and formed our in-

stitutions. Because of this grass roots, voluntary formation, these institutions are strong and have been lasting.

Which brings us to "Volunteerism." To keep all of these voluntary organizations going, an organizational system has been developed. To make sure that the resources available are being used in the most effective way possible, a field of management of the people, time and money needed has been identified. The competencies necessary for the administration of this field have been identified (see AVA Certification). "Volunteerism" is the word used to identify this relatively new field of management; the organization of volunteer time, energy and expertise (which the volunteer is giving voluntarily).

If the reception of these resources by the organization to which the person has come voluntarily is not well handled then this person's volunteering will not be effective—either to the volunteer or to the organization. The idea that effective volunteerism is not free and that well-trained, well-paid (more on this phrase later) volunteer administrators are an absolute necessity for the life of our organizations is a new one to most people, and basic in our field.

Volunteerism—the giving of volunteer time, energy and expertise—is *alive* and well in our communities and our country and this is where my philosophy starts. Not only do I find *volunteerism* alive and well, but I believe that volunteerism is one of the basic reasons why our *country* is alive and well.

America has always depended on its volunteers. Although the shape of the times may have changed in recent years, the actual hours involved and the numbers of people volunteering is no less now than it has ever been (see Gallup Poll, Independent Sector, 1984). In fact, because of the development of the field of Volunteer Administration, the collection of facts about volunteers has gotten more and more sophisticated and we know more and more about the handling of our citizens as volunteers: what makes them want to volunteer (the recruitment), what keeps them volunteering (the retention and recognition), what helps them do the job they've chosen most effec-

tively (the training), what fits them into their chosen organization as an integral part (the administration), and what resources must be tapped for the organization itself to afford them (the funding).

I believe that basic to effective volunteerism is the dissemination of these facts not only to the direct funding sources (foundations, United Ways, government) but to all of our citizens.

Let me go back to the phrase "well paid." This phrase can have two meanings when discussing volunteerism. Within any organization, there will be people administering volunteers who are being "paid" two ways: with money and with other rewards. I will discuss "paid with money" first.

Small organizations might not have any administrators who are paid monetary awards but as an organization expands, needs arise for: a centralization of resources, a continual system of communication, a consistent method of training, a coordination of efforts, and other managerial and administrative functions. The identification of these needs has also arisen from an organization already in existence that sees the new development of a body of volunteers as a necessity for its expanded effectiveness. So whether the recognition of this necessary management of volunteers comes from growth inward or outward, the recognition leads the organization to paid staff. (A small study recently done by the Volunteer Administrators of Western New York would seem to conclude that the better paid the Volunteer Administrator is, the more effective the volunteers in that organization will be.)

Along with this paid staff, the organization already has, or is developing, a corp of volunteers (direct service and administrative) whose rewards will not be monetary but will be other coin. I believe that volunteers *are* paid, but the paycheck is not in money. It has almost as many shapes as there are people volunteering.

There are five main categories of this paycheck of the volunteer. Affiliation, whether for friendship or altruism, is an important reason that people are volunteers. Power, personalized or socialized, is a paycheck without which one might lose many a potential volunteer leader.

The achievement of the goals of an organization is the important thing to some volunteers, as well as the chance to make use of skills already acquired. The fourth, and newest in recognition, of the paychecks is career development. The fifth, without which all the former become flat, is enjoyment.

There are many coins of payment that are a part of all these paychecks, among which are: thanks, security, recognition of the validity of the volunteer's own priorities, and courtesy.

If we want to have a successful volunteer effort with effective volunteers who keep coming back, we need to give each volunteer we administer a paycheck designed with tender loving care geared to his/her own individual needs and requirements.

The relationship of volunteer staff to paid staff is another whole subject—an

extremely important one. I could not complete a statement on my philosophy without saying that the intricacies and interaction of the paid and volunteer staff are often the cornerstone of the health of any organization.

Also the more involved I have become with the world of the volunteer administrator, the more convinced I am that the recognition of the professionalization that AVA stands for is key to effective volunteerism. My philosophy of volunteerism dovetails with the purposes of AVA and with its recognition of the competencies necessary for the effective management and administration of volunteers. The results of this recognition and the dedication to its dispersal into the whole field of community service is being felt in the interest shown in our conferences and in Certification, in both of which I am involved and will continue to be involved.

MELSIE WALDNER, RN, CVA
Director of Volunteers
University Hospital
Saskatoon, Saskatchewan

Volunteers are the essence of democracy. They are the educators of the public in the democratic way of life. They role model *freedom* as they *freely give* their time, talent and treasure for the betterment of our participatory society.

Volunteers are the citizens who speak and act on behalf of justice and reform. They are the catalysts for cultural refinement and the agents of social change. They contribute countless hours, lend their expertise and give money to worthy causes and dire needs. As in Deuteronomy 15:11, they "open wide *their* hand to *their* brother, to the needy and to the poor in the land." They are the people who care and share for the benefit of others, themselves and ultimately our emancipated world. They are the foundation stones of our democratic freedom.

Conversely, the absence of volunteers—the lack of opportunity for free participation and opinion, is characteristic of a dictatorship. Therefore, it is incum-

bent upon us as a society to cherish and nourish these valuable volunteers. We are responsible to maintain and foster the legacy of *free world* volunteerism that they have given and continue to give to us.

How can we foster this legacy of volunteerism? One way is by believing in and promoting its underlying philosophy. It's almost instinctive to agree with altruism, believe in benevolence or concur that giving is a blessed thing, however, it's quite another thing to take *action* concerning these philosophical virtues and help to ensure that volunteerism and hence volunteers will be cherished and nourished.

I believe that one way to ensure *the volunteer legacy* is to endorse the proper management of volunteers. I believe volunteers are valuable components of the labour force who deserve selection and working guidelines, education, supervision and recognition. Volunteers are *unpaid* (referring only to "monetary remuneration") workers who merit the considera-

tion imparted to *paid* employees.

Who is responsible for the proper management of volunteers? Ultimately, every one of us. Recognition of the needs and rights of the volunteer is rooted in the needs and rights of the individual. Volunteers are first of all *persons* who need other persons to accept, appreciate, understand, listen to and love them. However the proper management of volunteers on the day-to-day scene is the responsibility of colleague volunteers and the person(s) to whom the volunteer is accountable—whether a salaried or unsalaried individual.

Proper management includes respecting and responding to both the rights and responsibilities of volunteers. These parallel the rights and responsibilities of paid personnel. They also encompass pendulum-type components that apply to both volunteers and management. Some of these are: appreciation, benefits, commitment, defined roles, education, ethics, guidance, participation, protection and recognition. The balancing and day-to-day appropriation of these components is the challenge of volunteer management.

It is a challenge that continues to energize me. This fall I will commence my twentieth year as a volunteer manager. My vision for the future of the volunteer program in University Hospital's expanding health care complex is galvanized by the philosophy of volunteerism declared in this paper. My personal goals as a *church, community* and *Canadian* volunteer align with this philosophy. Perhaps this is the bottom line—*one has to believe in volunteerism and be a volunteer to fully appreciate the privilege and philosophy of volunteer management.*

Business People Volunteer 1986: A Survey and Analysis

Joanne Holbrook Patton

THE VOLUNTEER IN THE BUSINESS WORLD

When I retired from high volunteer executive positions with two national organizations in Washington in 1981, it was not my intention to become a business-woman. Even when, in 1983, I decided to become a "sole-owner entrepreneur" of a small training and consulting service, I considered myself still in the volunteer administration profession. I was simply offering workshops and training sessions in volunteer-related subjects, introducing my colleague trainers from that other world to persons who saw the worth of investing in such learning opportunities. For me, "for profit" meant "for break-even," in the best case.

I think the "lightbulb went on" one evening in the spring of 1986. I found myself standing on a chair propped up by one of my contracted staff helpers, hanging a sign saying "Patton Consultant Services" over my booth at a Chamber of Commerce Expo Fair. To the right of me was a sophisticated exhibit representing a well-known New England bank. To the left was a glamorous office furniture display. I was setting up a small area which I had been granted in barter for a workshop, in lieu of the hefty exhibitor fee which my small business could ill afford. As the Chamber spokesman had said: "We want you to be part of it. After all, you *are* a member of our Board of Directors!"

I believe it occurred to me just then, surveying the colleague/exhibitors spread out around me, that I truly had joined the world of business and that, because I was the only member firm even remotely representing the volunteer sector, they really *did* want me there! I was pleased to find myself on the Board of

Directors of this regional Chamber of Commerce, even as a "token woman" with one other female director, a college president. Long ago I had made my peace with "tokenism" so that I could get into the action and begin to make things happen, perhaps even a little faster for other women, while I was at it.

In this, my first big trade fair experience, I was presented the golden opportunity of "taking the pulse" of a fairly representative sector of business: the exhibitors and participants attending this significant regional event. For a number of weeks I had been preparing an informal survey document, one designed to get some quick answers to relatively simple questions about volunteer attitudes and involvement, from people whose minds were definitely on business and who could not be expected to give time to an involved questionnaire. For my own interest, I designed the questions loosely on the 1981 Gallup Survey, "Americans Volunteer 1981,"¹ tailoring them to fit my business-oriented potential workshop participants. (The Gallup Survey, "Americans Volunteer 1985"² was not published until after I had administered mine.)

Attracting the public was all-important to the success of the survey, and certainly to the business I was attempting to promote. Having discovered that the fair's backdrop curtains were royal blue throughout the hall, I had carried in yellow and white patio furniture from my home, and put black and white graphics and photos against yellow posterboard for dramatic effect. The centerpiece of my booth was a large sign offering a drawing for one free workshop from the business cards which only survey participants were invited to drop into a fishbowl on the

Joanne Holbrook Patton, CAVS, is owner/director of Patton Consultant Services, a training and consulting firm in volunteer administration based in South Hamilton, MA. She served as first Volunteer Consultant for Services to the Armed Forces for the American Red Cross and first Volunteer Consultant to the Department of the Army for Army Community Service. She was awarded the Army's highest civilian decoration, the Distinguished Civilian Service Decoration, for her volunteer work. Patton has served AVA as Vice-Chair for Professional Development, Certification Chair, and currently as Resource Consultant and Chair of the Task Force on Higher Education for Volunteer Managers, in addition to other volunteer positions.

table. My assistants and I took turns "hawking the crowd." We visited every booth in the hall, passing out questionnaires and inviting fellow exhibitors to our area.

STATISTICAL RESULTS OF OUR SURVEY

When the fair ended, we found that we had persuaded 291 busy people to complete our survey, the results of which follow. In the interim, we have added those 291 new names to our mailing lists and welcomed a fair number of these to our subsequent workshops dedicated to "improving the effectiveness of volunteer service." Our survey statistics are being shared with the business world and we intend to press hard on some of the issues the results have surfaced.

In all, 291 persons who completed the survey, of those who identified themselves, they consisted of:

- 76 (32%) Senior Executives
- 134 (56%) Middle Managers
- 42 (17.5%) Entry-Level
- 89 Not identified

- 65 (25%) Under 30 years of age
- 176 (73%) 30-50 years of age
- 37 (15%) Over 50 years of age
- 13 Not identified

- 50 (21%) From large company
- 71 (29.5%) From medium-size
- 51 (21%) From small-size
- 119 Not identified

The vast majority, 240 (82%), of the persons participating in the survey said they had volunteered service over the past 12 months; 45 (15%) said they had not volunteered at all. This was a significantly more positive picture than either the 1981 or the 1985 Gallup polls had given of national volunteer participation. Gallup 1981 gave 51% and Gallup 1985, 49%, as cross-the-board volunteer participation figures. Certainly, we recognize the impossibility of equating the results of our separate surveys, particularly since ours was consciously skewed in favor of a business-related respondent group. Also, many of the respondents were already involved with the Chamber of Commerce, itself a volunteer-run organization.

Nonetheless, it makes interesting reading and speculation to see where the separate polls parallel or differ, at least as trends or indicators.

When we analyzed *who* the volunteers were in our survey, we found them to be top-heavily weighted with senior executives. Perhaps we should not be surprised that within the range of volunteer hours served in the previous month (1-200), the "200" figure was given by a senior executive of the 30-50 age range. The average donation of eleven hours per month by our volunteer business persons was only slightly below the overall 1985 Gallup rate of twelve. I found myself speculating, however, about the thirteen managers in our survey who had considered their past month's activities and pinpointed a single hour each that they had found time to give away!

Of these business respondents, 85 (35%) established that areas "Related to my profession" were the most popular choices for service. While neither the 1981 nor the 1985 Gallup surveys included that exact category, our business respondents did not follow Gallup trends perfectly, even when the options were paralleled (see Table I).

It is interesting to note that least popular with both Gallup and the business survey participants was volunteer work in the "Justice" field. The only other direct parallel was "Political," which ranked tenth in both surveys.

It might be surprising that "General fundraising" ranked only ninth place with the business persons, given that it is often an accepted business-related activity. Perhaps for that very reason it is not *sought out* by these people. On the other hand, they just may not have been asked to serve in this most obvious activity!

We could not help noticing that 25% of all business persons who volunteered said that the *only* reason they had done so was that "someone asked me." That has long been accepted as the general rule—and best secret of good marketing/recruiting—in the realm of volunteer administration. It would follow naturally in our business survey, then, that only 7% of the volunteers said they had learned of their volunteer position from any media means (radio, ads, TV, etc.).

Table I. Areas of Volunteer Service in Order of Frequency of Response

| North Shore Chamber of Commerce respondents: | Gallup 1985 respondents: |
|---|------------------------------|
| 1. Related to profession | 1. Religious |
| 2. Educational | 2. Informal or lone projects |
| 3. Recreational | 3. Educational |
| 4. Religious | 4. General fundraising |
| 5. Board of Directors | 5. Recreation |
| 6. Community Action | 6. Health |
| 7. Arts and culture | 7. Civic, social, fraternal |
| 8. Health | 8. Social service, welfare |
| 9. General fundraising | 9. Work related |
| 10. Political | 10. Political |
| 11. Social welfare | 11. Arts and culture |
| 12. Citizenship | 12. Community action |
| 13. Justice | 13. Justice |

VOLUNTEER MOTIVATORS

Most business persons (19, or 42%) who had turned down a volunteer opportunity in the past year cited "lack of time." Yet only 18 (7.5%) volunteered because they had "free time." Two of these (8%) said this was the *only* reason they volunteered, but both of those used their "free time" to volunteer with a cause "related to my profession"!

Asked why they continued to volunteer, once involved, 62.5% (150) said they enjoyed the work, 55% (133) said they liked helping others, 25% (60) said they liked the people, 24% (57) said it enhanced their company's image, and 22% (52) said the activity was their specialty or profession. (As noted earlier, multiple motivators were acceptable.)

Somewhat surprisingly, families and religious concerns seemed considerably weaker reasons for volunteering in our poll than in either of the Gallups: 18% (31) gave volunteer service because it helped a "child, relative or friend," 12.5% (30) cited "religious concerns" and scarcely 2% (5) continued the activity because the "family volunteers together."

CORPORATE VOLUNTEERISM

We were particularly interested in determining the climate of volunteer support in the workplace itself. Anticipating more of a negative, we found that 196 (82% of the respondents) believed their associates (employers or employees)

would think kindly of their volunteering. Even those who *did not* volunteer indicated they believed their business associates would view their volunteer activity *positively* (38%), or at the very worst, would take no interest in it (29%). In the entire survey, only two respondents declared that they thought their employers or employees would look on their volunteer activity negatively!

Although most of our respondents (52%) were persuaded to volunteer because "I wanted to help others," most *continued* to volunteer because they "enjoy the work" (62.5%). For all the promotion of volunteering as a stepping-stone to business, only 18 of our participants (7.5%) said it was a motive in their volunteering. Business-related though they were, only two respondents thought volunteering would help lower their taxes!

SUMMARY CONCLUSIONS

Accepting the fallacies in the informal survey we administered at the North Shore Chamber of Commerce Expo Trade Fair, with multiple answers allowed and gaps existing where persons had failed to indicate a status (age, for instance), we still believe there are some valid messages here.

Striking to me is the strong involvement by top executives, for whatever reason (but mostly for traditional altruism, they indicate). In contrast we have the major void of middle managers who, while not

hearing negatives from their bosses about their volunteer potential, apparently are not receiving a positive *corporate* boost for it either. Since there is such a "nose-to-the-grindstone" bent to this group, it would seem natural for the senior executives to take advantage of it to promote strong business backing for collective (company) or individual volunteer community contribution. Since all it may take is for "somebody to ask," if the boss were to be the one who asked, or better to make it known that company policy favored employee and staff volunteering, a measurable improvement in volunteer participation seems soundly predictable.

I would certainly hope that those senior executives who themselves are so personally committed to volunteering would take a look at what they might contribute to the well-being of the full company family, if they got behind a *family* volunteer effort. It seems safe to say that all those workaholic middle managers might begin to see more of spouse and the kids and everybody would be better off! Moreover, as Gallup '85 clearly indicates that people who volunteer are more inclined to give dollars to charities than those who do not, the smart non-profit fundraisers, board members, or United Way leaders among senior executives might do well to start laying groundwork now for the leaner giving years predicted for post-1986.

Looking back on our survey statistics, the group about which we are most concerned is that of the "30-50" middle managers. Most of them are hard at work, back at the office. If they are involved as volunteers, it is most apt to be in that inevitable requirement "fundraising" or in seeking the learning/work experience. That may be the plight of most middle managers, but with the help of their seniors, and remembering that the latest Gallup poll indicates Americans prefer to volunteer when their group does, a company volunteer effort may be able to gather them into a real team, with a multiple happy result to follow!

Not all respondents to our survey questionnaire fitted comfortably into the categories we had listed. Three of our participants listed their respective activities last year as "yard work," "odds and ends," and "personal favors." We hope they may

someday meet another survey participant whose response, when asked why she continues to volunteer was, "I am trying to remove myself from volunteering, but after ten years of full-time volunteering this is difficult!" (If not impossible. We know that the volunteer, once hooked, is apt to be his or her own best recruiter!)

CHALLENGE TO THE SURVEYOR

It is relatively easy to be a "reporter" for a survey such as ours. It is only slightly more difficult to serve as an interpreter of it, either to the business world on behalf of volunteerism, or as an apologist for the "better nature" of business to our colleagues of the nonprofit sector. Much harder, but a challenge that I see as my own privileged opportunity, is to try to effect actions which may help synchronize our separate efforts to improve at least part of our world.

Last year, *Journal* Editor-in-Chief Susan Ellis presented a workshop under our sponsorship entitled, "Volunteerism is Good Business!" When an up-and-coming business woman called to challenge me on the topic (saying "I can't imagine why someone speaking on volunteering would be worth the attention of a business person!"), I knew I had a mission. Within the evidences produced by the North Shore Business survey, we see many opportunities for linking volunteerism's need to enhance its efficiency with the business members' "ripeness" for gathering into volunteer participation. I hope that soon I will see more of our volunteer administrator colleagues joining the business world as emissaries of our field, helping "credential volunteerism" by their contributions to it in this important sector of American life.

FOOTNOTES

¹*Americans Volunteer* 1981, The Gallup Organization, Inc., Princeton, 1982.

²*Americans Volunteer* 1985, The Gallup Organization, Inc., Princeton, 1986.

APPENDIX



PATTON CONSULTANT SERVICES

In Volunteer Administration
650 Asbury Street
South Hamilton, Massachusetts 01982

(617) 468-3720

Joanne Holbrook Patton
Director

EXPO SURVEY ON VOLUNTEERISM

1. Do you volunteer your services (i.e., work in some way to help others for no monetary pay) in any of the following areas? If so, please indicate how many hours per month you contributed to each in the past 12 months. (Average):

- | | |
|---------------------------|-----------------------------------|
| a. Health _____ | i. Political _____ |
| b. Education _____ | j. Arts and Culture _____ |
| c. Justice _____ | k. Related to my profession _____ |
| d. Citizenship _____ | m. General Fundraising _____ |
| e. Recreation _____ | n. Board of directors _____ |
| f. Social Welfare _____ | o. None _____ |
| g. Community Action _____ | p. Other (please specify) _____ |
| h. Religious _____ | |

2. How did you learn of the volunteer opportunity?

- a. Sought it on my own _____
- b. My company sponsored/participated in program _____
- c. Saw an ad _____, TV _____, radio _____, article _____, flyer _____, poster _____
- d. A group I was part of got involved _____
- e. Someone I knew had benefited from the activity _____
- f. Someone asked me _____
- g. Other (specify) _____

3. What persuaded you to volunteer at first?

- | | |
|---|--|
| a. Thought I would enjoy it _____ | f. Religious concerns _____ |
| b. Wanted to help others or meet a need _____ | g. Had free time _____ |
| c. Wanted the learning/work experience _____ | h. Had interest in the activity _____ |
| d. Had a friend/relative involved _____ | i. Thought it would help cut taxes _____ |
| e. Other (specify) _____ | |

TURN PAGE OVER, PLEASE!

(Survey questions based on 1981 Gallup Poll - "Americans Volunteer")

4. Why do you continue to volunteer in this activity?

- a. Enjoy the work _____
- b. Like helping others; feeling useful _____
- c. Am getting job experience _____
- d. Work helps child, relative or friend _____
- e. Religious concerns _____
- f. Have a lot of free time _____
- g. Like the people _____
- h. Activity is in my specialty (professional) _____
- i. Activity is in my hobby area _____
- j. Work helps keep taxes/costs down _____
- k. Enhances my/my company's image/stature _____
- l. Spouse/family volunteers together _____
- m. Other (specify) _____

5. In the past 12 months, if you turned down a volunteer opportunity, why?

- a. Lack of time _____
- b. Health reasons _____
- c. Working _____
- d. Lack of interest _____
- e. No training offered _____
- f. Not available at the time _____
- g. Won't go door to door _____
- h. Too costly _____
- i. Have done enough volunteering _____
- j. Other (specify) _____

6. a. (Of senior executives) — I believe my employees would view my volunteer activity as:

Positive _____ Negative _____ No interest _____

b. (Of middle managers) — I believe my employers would view my volunteer activity as:

Positive _____ Negative _____ No interest _____

c. (Of entry-level personnel) — I believe my employers would view my volunteer activity as:

Positive _____ Negative _____ No interest _____

7. My company size is: large _____, medium _____, small _____

(Optional): Name _____
Address _____

My age range is: Under 30 _____ 30 through 50 _____ Over 50 _____

THANK YOU!

Orientation: An Emphasis on the Oral Tradition

Theo-Jane Loomis

The event volunteer program leaders commonly call orientation can be a key factor in establishing the sense of belonging—the feeling of family—or it can be a dry, boring few hours that leave the participant with unanswered questions, irrelevant information, or dysfunctional confusion from over-load of information. This article will look at the components of volunteer orientation and suggest ways of presenting a program that incorporates printed and visual material and re-introduces oral history as an information-sharing tool.

In recent years the oral traditions which had served us for so long have been neglected, if not lost, under a deluge of paper. We will examine the role of storyteller and suggest specific areas in the program that lend themselves to this tradition, and the information better left to print or other visual aids.

The basic goals of an orientation are:

- 1) to establish organizational values;
- 2) to share current information about the organization; and
- 3) to motivate commitment.

When planning an orientation it is important to recognize that some people are oriented visually and others are aurally stimulated. There are left-brained persons who respond to facts and figures, and right-brained creative, imaginative people. An orientation that presents fact after fact will fall short of its goal to make all the attendees feel they have a place in their new surroundings. Too much talk will fall on deaf ears. The key is balance.

QUESTIONS TO CONSIDER

Some questions to be considered in planning an orientation are as follows.

What kind of volunteer is receiving the orientation, a service volunteer or a policy (board) volunteer? The general information they both need is the same, but each group

needs different specific information relative to their roles.

How often does your organization present an orientation? The more frequently an organization presents an orientation the shorter it can be, but for the purposes of this article we are considering a yearly event.

When is the best time to give a thorough orientation? I suggest that the orientation be held as early as possible in the assignment time because the volunteer needs an immediate sense of being part of an ongoing saga, or organizational culture. Some argue that the volunteer needs some perspective before the information is of much value and will plan an orientation between the third and sixth month of a volunteer year.

If your organization's schedule is open enough and personnel's energy level is high, you might plan a two-phase orientation: the first session scheduled for the first or second week, devoted to sharing the basic information; the second, held three months later, devoted to listening and responding to your volunteer's questions.

An excellent time to present an orientation session for policy volunteers is between their election and the first board meeting. In organizations where volunteers come in one at a time, a group orientation may be planned during a slow period in the organization's calendar. If given at the end of a season it may inspire the seasonal volunteer to return the following year. If the orientation is held later, you may want to call it a "retreat," or "volunteer day." However, the purpose remains to deepen commitment, to keep volunteers informed and up to date.

What written materials do you share and how should they be presented? A notebook for board members is helpful. Included in this loose-leaf binder is: the mission statement; table of organization, including the board, officers and committee

Theo-Jane Loomis received her M.A. in the field of Volunteer Administration from the Norwich University (VT) Graduate Program. She is Membership Coordinator of Vermonters in Volunteer Administration (VIVA). This article is based on a workshop she gave in June 1985 as part of "Vermont Celebrates Volunteerism in a World Turned Upside Down." She is currently Coordinator of an adult respite day care program called Home For Supper. The program is administered by the Southwestern Vermont Area Agency on Aging.

chairpersons; names, addresses, telephone numbers and profiles of the board; the current long-range plan and budget; copies of minutes of the last three board meetings; a yearly calendar of board meetings, retreats, annual meeting, parties, and other special dates; personnel policies that apply to volunteers; committee job descriptions, and other information that describes your organization, including a brief historical sketch. This is material to take home and read. You may also want to give each volunteer a copy of current printed materials such as a brochure that describes your organization and any fundraising materials.

The service volunteer should be given a volunteer manual complete with a mission statement; specific volunteer job descriptions; rules and regulations relative to security, safety, parking, etc.; a copy of the confidentiality form; current brochures and fundraising materials, personnel policies relative to volunteers; general guidelines for volunteers; a calendar of important meetings such as, orientations, evaluations, retreats, parties, annual meeting, etc.

What place do visual presentations have in a well-rounded orientation? Visual presentations can encapsulate the financial report, giving the viewer a quick picture of income sources and budgetary demands. If the organization has a video or slide show that it shares with the community, any new volunteer needs to view it in order to be prepared for questions that will inevitably come from friends and neighbors once they know someone who volunteers for your organization.

Well-informed, articulate volunteers are a tremendous asset to any agency. Beyond purpose, policies, facts and figures, they need to hear the language of the organization, know the agency's idiomatic expressions and acronyms, especially agencies associated with the government. In addition, they must gain a sense of heritage. The oral history tradition is an important tool in accomplishing this goal.

THE ORAL TRADITION IN ORIENTATION

Considering the problems associated with describing subjective information about an organization, I have been im-

pressed by the work of Lee G. Bolman and Terrance E. Deal¹, two Harvard Business School theorists who suggest that organizations may be viewed through four frames: structural, human resource, political, and cultural.

The traditional orientation tends to present information relative to the first three frames, which are more relevant to an established business. This is usually not the type of organization where one volunteers. Therefore, it is important that volunteers and administrators of volunteers understand Bolman and Deal's fourth, or cultural, frame.

In trying to explore a human service agency's history using traditional indicators, one might fail to give value to the genius of the organization—its belief in itself and its mission—and how the zeal of earlier participants contributed to the organization's strength. Before we examine ways to articulate organizational culture, let us look at the theoretical concept of the cultural frame in the organizational system.

Bolman and Deal base the cultural, or symbolic frame on a series of assumptions about an organization and human behavior. They say:

- 1) What is most important about any event is not what happened but the meaning of what happened.
- 2) The meaning of an event is determined not simply by what happened but by the ways that humans interpret what happened.
- 3) Many of the most significant events and processes in organizations are substantially ambiguous or uncertain—it is often difficult or impossible to know what happened, why it happened, or what will happen next.
- 4) Ambiguity and uncertainty undermine rational approaches to analysis, problem solving, and decision making.
- 5) When faced with uncertainty and ambiguity, humans create *symbols* to reduce the ambiguity, resolve confusion, increase predictability, and provide direction. Events themselves may remain illogical, random,

fluid and meaningless, but human symbols make them otherwise.²

In practice, the organization utilizes these symbols to provide a sense of cohesiveness to cope with internal as well as external uncertainty. The symbolic approach places emphasis on, and gives value to organizational symbols: shared beliefs; rituals and ceremonies; myths and sagas; and the role of metaphor, humor and play. Each aspect has its own purpose in the overall culture of the organization.

Shared beliefs, traditions and values, give faith and meaning to action. Orientations, meetings, retreats, training, evaluations etc., which come under the heading of *rituals or ceremonies* provide social occasions, stabilize situations, reduce anxiety and convey the organization's messages to various constituencies.

Myths or sagas provide a link between the past, the present and the future, and give a sense of uniqueness.

*For the organization, the saga enlists loyalty and energy that would be difficult to evoke in an institution without a saga. For the individual, the saga lends meaning and purpose to activities that might otherwise seem mundane and directionless.*³

Metaphor, humor and play:

*provide a way for individuals and the organization to escape the tyranny of acts and logic, to view organizations and their own participation in them "as if" they were something new and different from their appearance and to find creative alternatives to existing choices.*⁴

The danger in all of this lies in becoming so insulated by symbols that a sense of reality is lost. Success lies in keeping organizational values in balance with the external climate or choices. Most volunteer organizations that have survived the test of time have done so because they found ways to make sense out of uncertainty. From the early days, and possibly unawares, the shared beliefs, rituals, sagas and unique approaches to problems combine to establish an organizational culture or climate which becomes the motivator of new volunteer effort. The advantage of the balanced orientation is to create awareness of this strong element in the voluntary organization.

How can we incorporate this symbolic frame in our orientations? It is the oral tradition of storytelling that best ascertains what is unique about the organization and lends itself to transmitting cultural information. Consider the way religious organizations thrive and convert people by telling their individual miracles; how politicians are constantly reminding us of the patriotism of past heroes; how fraternal organizations pass their secret rites. Rituals, ceremonies and traditions are at the heart of these organizations, meeting the need of people to share a common purpose.

The family is another grouping in which the oral tradition ensures that cultural heritage is passed down from generation to generation. At births, deaths, and weddings, stories of family members who won and those who failed are told and re-told.

These sagas, rituals and ceremonies build strong ties that sustain a group over the years. They produce strong cohesive cultures, a feeling of belonging. They give meaning to action. Hearing these stories, people, volunteers in our case, come to know what is expected of them and what is yet to be done.

Another part of an orientation is sharing visions—"I have a dream," Martin Luther King cried. The need to share dreams is particularly important for orientation in a relatively new organization that has a short history, however, every organization has to find creative ways to motivate commitment to future goals.

Successful corporations today believe in "telling their story." T.J. Peters and R.H. Waterman, in their book *In Search of Excellence*,⁵ speak of corporate success being the result of: keeping management visible; lots of celebration; readily-available information, and telling THE story over and over again. This cultural attitude complements both profit and nonprofit organizations and provides a remarkably good model for an orientation program.

USING ORAL HISTORY

My first experience with oral history came at a board retreat. Because there was an unusually large personnel change in the board that year, one of the goals of the retreat was to create an immediate sense of bonding—to erase the line between old and new members.

An Executive Director from a similar organization helped facilitate some of the meetings. The evening before had been social. For the morning session, we gathered in a large circle and the facilitator set the tone of the meeting by sharing some of his family's holiday traditions. Then he invited us to tell him our personal organization-related stories.

To prevent a great silence, a few of us had been told in advance about the format of the meeting and were ready to become "storytellers." Others quickly followed, adding their recollections about what it was like to volunteer when they began, about the people involved, etc. At some point, not too far into the program, the new members were asked to identify themselves and share why they volunteered, what potentially helpful experience they brought to the group, and what they wanted to hear from the group. As the group answered their questions, a sense of mutual respect began to build. There were smiles in contrast with the anxiety and self-consciousness I have frequently witnessed at other types of orientations. As a result of this high trust level, in the sessions that followed teamwork was evident.

Each orientation should have a slightly different focus for the oral history section. The format, like the organization, is never static—the criteria for a successful program is based on current need. An organization embarking on a new project may want to give more time to talking about the future. An organization experiencing a lot of turnover due to dysfunction may want to give extra time to the oral history portion of the agenda in order to better understand how they arrived at this place, so that new volunteers will have perspective as they help mold the future. You may find it helpful to trace your organization's evolution simply to establish a sense of accomplishment and pride.

Questions to consider as you look at your own symbolic frame are:

- What is the name of the person most identified with the founding of your organization, locally, nationally, internationally? What is his or her story?
- Which of your agency's sagas kin-

dles the most fervor, loyalty, pride?

- What values does your organization encourage?
- Have there been major turning points in your history? Were they planned or unplanned, and how did you react to them?
- During the past year was there an event, decision or personnel change that altered the direction of your agency?
- Is it fun to be part of your organization some of the time?
- Is it difficult to be part of your organization at times?
- How do you support your volunteers during the difficult times?
- What are your dreams?

Questions relative to practical matters could include:

- How do we make policy?
- What part do volunteers play in the overall direction of the organization?
- What is our decision-making process—top-down, bottom-up, consensus?
- What are the rewards associated with volunteering in our organization?
- Is there opportunity for social interaction? When? How often?
- What is staff's attitude toward volunteers? Has this evolved over time?

Once the right questions are determined, the decision becomes who is available and the best qualified to tell the story? Long-term volunteers and staff are rich resources. It is wonderful to bring back an inactive volunteer and ask her/him to share stories about "the good old days" in the agency. Current staff can articulate the dreams. A formal or informal panel can play "I remember" which will keep alive the gems of history that get lost in formal reports and abbreviated historical sketches.

You may want to bring in a friendly outsider to ask the questions and a facilitator who will keep the meeting within the bounds of the questions at hand. There are many ways to share information but staying in one group is preferable to breaking down into small groups and reporting back because the goal of the exercise is to build a feeling of oneness—to create a strong US or WE.

The hardest part of such an orientation process is stopping the momentum once it builds. It is wise to agree to limit the time and to hold to the agreement whether it is a half-hour, an hour or more. This makes people want to come back the next time to hear other stories.

SUGGESTED THREE-HOUR AGENDA

In the following agenda I have assigned time to the various components of an orientation and included provision for something *to hold*, something *to see*, and something *to hear*.

- 15-45 Min.
 - Welcome by president.
 - Introduction of leadership.
 - Review of Mission Statement.
 - Possible group introduction, name, role, place of residence if geographic location is important, potentially helpful history they bring to the group, and reason for volunteering. (But, I suggest this is better incorporated in the oral history section to follow.)

- 15 Min.
 - Sharing printed materials, to be read later.
 - Very brief explanation of how the material is used.
 - Explanation of use of board notebook or volunteer manual.

- 15-30 Min.
 - Visual Presentation.
 - Slide Show.
 - Charts of graphics to give a broad view of statistics relative to numbers served and financial considerations.

1-1½ hours *Oral History*—The longer the introduction the shorter the oral history portion. Planners must decide which use of time will be most productive with their group.

- 30 Min.
 - Vision for the the future given by top leadership, individual or group.

CONCLUSION

When new volunteers come to your organization they are to a degree "faced with uncertainty and ambiguity." When you present a balanced orientation complete with facts and figures and with insight into the organizational culture, in some measure you "reduce the ambiguity, resolve confusion, increase predictability and provide direction."⁶ An orientation which gives volunteers an understanding of the organization's symbols, myths, rituals and sagas gives the volunteer the will and the strength of purpose, together with the hard facts, to start off toward commitment with both feet on the ground.

FOOTNOTES

¹Lee G. Bolman and Terrence E. Deal, *Modern Approaches To Understanding and Managing Organizations* (San Francisco: Jossey-Bass Publishers, 1984).

²*Ibid.*, pp. 149-59.

³*Ibid.*, p. 166.

⁴*Ibid.*, p. 166.

⁵T.J. Peters and R.H. Waterman, *In Search of Excellence* (New York: Harper and Row, 1982).

⁶Bolman and Deal, *op.cit.*, pp. 149-150.

Volunteers in Public Service: A Canadian Model for the Support of Volunteerism in Government

Doreen Old

Volunteerism and government go well together. The government of Manitoba has proved this through the operation of the Volunteers in Public Service Program (VIPS). VIPS has played a significant role in the promotion of volunteerism and the development of a wide variety of volunteer programs in government settings.

The VIPS program has several aspects that make it unusual: its model for the effective support and development of structured volunteer programs, its training model for volunteer program managers, its focus on the provision of valid work experience for volunteers, and its flexible, cooperative working style. Jean-Bernard Robichaud of the Canadian Council on Social Development described VIPS this way:

This program is one of the most innovative we discovered during our visit to the provinces. In our view it is unique in Canada. It can become an extremely positive model for the development of volunteerism in the public sector.

BACKGROUND

The VIPS program, created by the Government of the Province of Manitoba, is part of the Employment Development and Youth Services Branch, Manitoba Employment Services and Economic Security. The program was developed in an effort to combine the promotion of volunteerism in the public sector with the need to offer people alternative ways of obtaining valid work experience and training. The departmental climate of concern for employment and training issues had a significant impact on the development of the VIPS program.

The goals of the VIPS program at its inception were to:

1. provide work experience opportunities for people outside the primary labour market (women, natives, youth, the disabled, etc.);
2. encourage greater public involvement in government services and activities through volunteer participation;
3. provide opportunities for government agencies to expand their ability to reach established agency objectives; and
4. promote the recognition of volunteer employment as a valued and self-fulfilling experience.

Departments in a large government organization tend to work in isolation from each other. A unique aspect of the VIPS program design was its mandate to work cooperatively with all other provincial government departments and agencies. Employment Services and Economic Security was involved with the provision of employment and training programs for youth and unemployed adults. Because it related to all other departments within government, this provided the VIPS program with the contacts and mandate to promote volunteerism throughout all sections of government.

Another unique aspect of VIPS was the involvement of a non-government/private agency, the Volunteer Centre of Winnipeg, as a resource to the program. The Volunteer Centre assisted VIPS staff in the selection of agencies to participate

Doreen Old is a Program Consultant with Volunteers in Public Service, Province of Manitoba and a former Volunteer Program Manager with the Immigration and Settlement Branch. She is author of "Working With Volunteers: A Guide to Expanding Your Resources Through Volunteer Management," co-produced by Manitoba Culture, Heritage and Recreation and The City of Winnipeg Parks and Recreation Department.

in the program, provided training for volunteer program managers and provided consultation on problems and concerns. This cooperation was invaluable for the program, and resulted in better coordination of services, promotion of volunteerism and access to appropriate training. In turn, VIPS increased the Volunteer Centre's involvement with the public sector.

The VIPS Program also developed and maintained a positive working relationship with the government employees' union management by keeping them regularly informed of volunteer programs and initiatives.

The program development model used by VIPS was very structured, ensuring success by requiring measurable program objectives and performance targets be set and evaluated. However, there was considerable flexibility in the way the model was applied. Each program reflected the personality and leadership style of its volunteer program manager. This flexibility allowed the incorporation of some affirmative action goals. A few volunteer programs were designed to involve volunteers from particular target groups, such as immigrants or youth. All Volunteer Program Managers were encouraged to develop volunteer activities and recruitment strategies that would enable the participation of special groups such as the disabled, seniors, and people returning to the work force. As well, the flexibility of VIPS has resulted in a shift in the program's methods of operation which is described in the next two sections, Phase I—Demonstration Projects and Phase II—Consultation and Coordination.

PHASE I—DEMONSTRATION PROJECTS

Program Model

To accomplish its goals, VIPS developed a six-component program model designed to demonstrate the effective use of structured volunteer programs. A Volunteer Program Manager (VPM) was an essential part of the program model.

Since VIPS had access to training and employment funds within its own depart-

ment, Phase I of VIPS was able to create training positions for volunteer program managers. VIPS provided the salaries required to hire trainees for periods ranging from three months to two years. The training period allowed time for the individuals to develop the skills required to function in volunteer program management positions and for the agencies to develop solid foundations for their volunteer programs. After the training period, agencies were expected to continue these volunteer programs by providing funds from their own budgets.

The VIPS staff at this time consisted of one Program Manager and several VPM trainees. The number of trainees involved per year varied from four to 21. The Manager of the VIPS Program was involved throughout all six components of the program model, acting as a consultant, ensuring the activities were carried out, and functioning as a mentor by providing assistance and the advice if problems occurred.

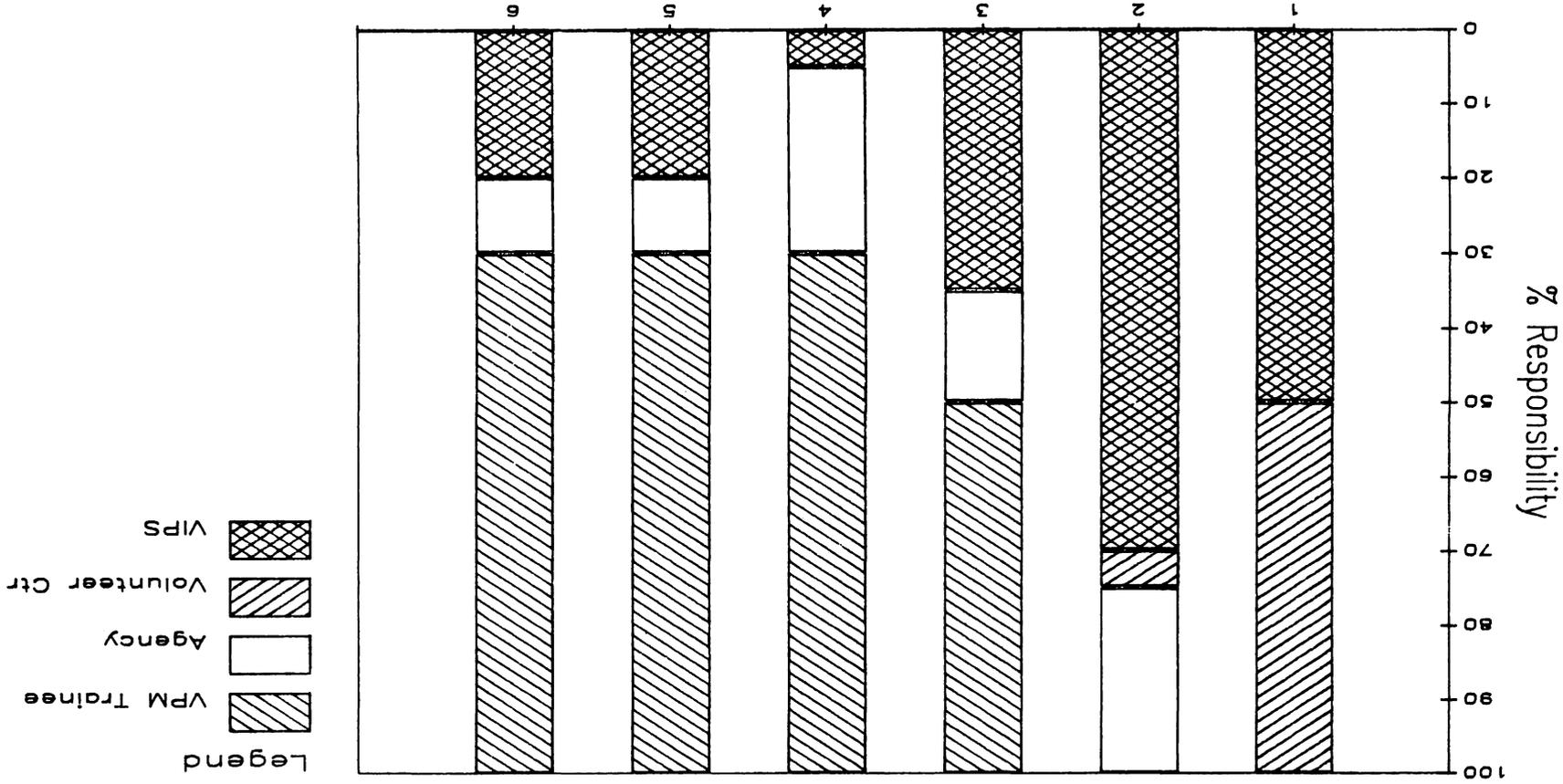
There were four participants in a demonstration project to develop a volunteer program: VIPS Program Manager, the Volunteer Centre, the agency selected and the Volunteer Program Manager trainee (from now on referred to as VPM trainee). Figure 1 shows the percentage of responsibility each participant had for each of the six components.

Activities undertaken in each component were as follows:

1. Agency Selection—VIPS and Volunteer Centre

- publicize program within government
- receive applications from departments/agencies or branches
- review agency objectives, target population and services provided
- identify service gaps with volunteer program potential
- determine agency resources and facilities for a volunteer program
- select agencies on the basis of potential for a variety of career related positions, agency commitment to supporting and continuing the con-

Shared Responsibility for Demonstration Project in an Agency



Component
 1 Agency Selection 2 Resource Development 3 Program Development
 4 Program Implementation 5 Program Monitoring 6 Program Evaluation

Figure 1

cept and a balance between human service and community service areas. (Depending on the department's current target group for employment, programs for specific groups such as youth or the elderly were also included.)

2. Resource Preparation—VIPS, Agency and Volunteer Centre

- interview applicants jointly for Volunteer Program Manager trainee
- select trainee (Agency decision based on recommendation of VIPS)
- allocate staff year and salary from VIPS budget
- arrange work location, facilities and program budget in the agency
- utilize the Volunteer Centre to train VPM in volunteer program development and management
- orient staff to volunteer program development
- orient VPM to agency operations
- plan for on-going training in leadership and management skills (i.e. planning, interviewing, reporting, evaluation, designing training)

3. Program Development—VPM Trainee and Agency and VIPS

- select program areas and activities
- develop program objectives and performance targets
- prepare job descriptions
- develop systems for recruitment, selection, placement, training, supervision, recognition and evaluation of volunteers
- develop program monitoring and evaluation systems
- prepare volunteer handbook and procedures manual
- clarify staff roles in relation to volunteers

4. Program Implementation—VPM Trainee and Agency and VIPS

- recruit, interview and place volunteers
- orient and train volunteers
- develop work plans
- recognize volunteers

5. Program Monitoring—VPM Trainee and Agency and VIPS

- supervise volunteers and assess progress
- identify needs, gaps and take corrective action
- prepare monthly reports on program status

6. Program Evaluation—VPM Trainee and VIPS

- assess extent to which objectives were met, impact on agency and benefits
- write final report

Programs

During the first two years of operation, the program model was tested and adjusted and an assessment was made of government's readiness for the concept of structured volunteer programs in the public sector. Initial placements were made on a three month basis and university students were hired as VPM trainees. As VIPS evolved, it was recognized that a longer developmental phase was required and the training period was continued for up to two years.

From 1978-85, 51 different agencies initiated volunteer programs with VIPS support. About two-thirds of these programs were located in provincial government services in Winnipeg, the provincial capital. The remaining third were located in other cities or rural areas of Manitoba. The ten provincial government departments/areas represented were Health, Employment Services, Education, Corrections, Natural Resources, Community Services, Culture, Recreation, Attorney General and Consumer Affairs. As well, pro-

grams were started in six recreation districts of the City of Winnipeg in the first year of VIPS operation.

Volunteers were used in a variety of ways—some traditional and some innovative. The following list indicates the wide range of activities and agencies represented:

Human Rights Commission

- producing a video on human rights concerns
- speaker's program for schools and groups

Red River Community College

- language enhancers for students learning English

Community Services

- friendly visitor, escort for elderly
- working with special needs children in day care
- collection of oral history from seniors
- helper for single parents

Recreation Branch

- board development for recreation, sports, and arts organizations

Provincial Archives Branch

- microfilming archives, filing records

Consumer Communications Branch

- developing consumer kit for seniors

Manitoba Police Commission

- coordinating "Officer Ollie Club" in schools

Eden Mental Health Centre

- organizing library
- assisting with group therapy
- planning recreational activities

Keewatin Community College

- planning committee for volunteer program

- tutoring low-literacy adults

Immigration and Settlement Branch

- writers and photographers for special newspaper
- translation of settlement material
- van drivers and child care for English language class

Youth Volunteers in Government

- individualized placements matched to specific career-related goals

Outcomes

Phase I of the VIPS program had a significant impact on the growth of volunteer involvement in the provincial government from 1978-85. Thirty-one of the 51 agencies participating in demonstration projects continued to operate their volunteer programs. Most of these agencies hired the VPM trainee.

The support and structure of the demonstration project allowed agencies to explore creative new ways of using volunteers while developing a solid foundation for volunteer involvement. Some very substantial, on-going programs, began as VIPS demonstration projects, for example, volunteer involvement in Winnipeg Parks and Recreation.

By making use of volunteer skills, abilities, interest and time, individual agencies were able to supplement existing services and accomplish special projects that would not have been possible with existing staff. On average almost 500 volunteers were involved per year for an average of almost 20,000 hours. In addition, the positive public relations effect of increased public involvement in government programs has been a benefit to both individual agencies and government as a whole.

The voluntary sector gained from the establishment of a pool of trained volunteer program managers who were potential employees for voluntary agencies. As well, the experimental volunteer program models, program documentation and expertise of VIPS became resources

to non-government agencies developing volunteer programs.

VPM trainees were provided with training in a variety of areas including planning methods, time management, interviewing, supervising, presentation skills, training design and marketing. The skills and abilities developed and demonstrated in the VIPS program enabled these individuals to advance to a variety of management positions in both government and non-government organizations.

Volunteers especially have benefited from participation in VIPS programs. In follow-up surveys, they indicated a wide range of benefits including training, work experience, the creative use of leisure time and exposure to government services. Both sexes were well represented in the volunteer profile which also included a wide range in age and employment status. Students, professionals, retirees, the employed, the unemployed, the disabled and immigrants were all involved. VIPS is aware of many volunteers who have found employment as a result of their participation in the program.

PHASE II—CONSULTATION AND COORDINATION

During its first seven years, the VIPS program was concerned with promoting the concept of volunteerism and demonstrating the value of structured volunteer programs. In 1985-86 the program undertook a review and redefinition of its role which resulted in a new way of working to accomplish its goals. The VIPS program no longer supplies staff years, funds and training support to agencies. Instead, the new program model provides coordination, consultation and leadership in effective volunteer program development and management to staff within other provincial government departments. As well, it promotes and develops individual youth oriented volunteer placements for career-related experience.

The staff for this phase consists of the Program Manager and three consultants. Although a description of the new program model follows, comments on its operation are not possible since it is only now being implemented.

Program Model

Phase II of VIPS provides service in three broad categories: coordination, consultation and training, and placement. Activities undertaken in each category are:

1. Coordination:

- Supporting and encouraging networking among government personnel working directly with volunteers by taking a leadership role in the Committee on Volunteerism in Government.
- Facilitating the development of a policy for volunteer involvement in the public sector.
- Assisting with the development and implementation of government-wide promotion, information, documentation and recognition relating to volunteer programs in government.
- Networking with non-government organizations concerned with volunteerism and volunteer program management.
- Networking with government personnel using volunteer community committees and providing training and consultation to community based organizations.

2. Consultation and Training:

- Training and consulting on volunteer management for departments wishing to create a few volunteer positions, develop a new volunteer program or improve an existing volunteer program.
- Consulting on involving youth in government committees and projects.

3. Placement:

- Matching individuals seeking specific career-related volunteer experience with positions in appropriate government departments.

CONCLUSION

The VIPS Program has had considerable success in promoting and increasing effective volunteer participation in the provincial government of Manitoba. Its emphasis on flexibility, diversity, careful program planning and evaluation and cooperation with other agencies has contributed to this success.

Public sector volunteerism using the VIPS model has proven benefits for everyone involved—the government, the agency, the staff, the volunteer and the client served.

REFERENCES

Robichaud, Jean-Bernard. *Voluntary Action: Provincial Policies and Practices*. Ottawa, Ontario: Canadian Council on Social Development, 1985, p.23.

Finding and Preparing New Board Members for Service

Betsy Aldrich Garland

Management of voluntary organizations today has become increasingly complex. The capacity of the board of directors and other top volunteer leaders to provide sound guidance is the *sine qua non* for success.

Finding the right people can be tricky, however. Every board needs to determine the right balance of skills, experience, and constituencies to include and to build a board based on the principles of complementary diversity and collective wisdom. Recruitment should be thoughtfully planned and carried out with an eye to the organization's need as well as to the potential for interest and satisfaction of each volunteer.

Once members are elected it is in the best interests of both the board and the

volunteers to prepare them for service as effectively and quickly as possible. While there is a common body of knowledge related to boards in general, each organization is unique, and the experience of incoming board members differs widely. An orientation for board members, therefore, needs to be prepared in light of the organization's mission, function, style and expectations of its members.

Board development begins with attracting and involving qualified and committed volunteers. The following check list, "Step-by-Step," and the "Outline for Orientation" are offered as guides for the process of board development for board members, nominating committees, and staff.

"STEP-BY-STEP"

BOARD DEVELOPMENT AND NOMINATING PROCESS

- _____ 1. Determine the ideal board composition for the organization. Solicit board input. Design BOARD PROFILE AND NOMINATING GRID. (SAMPLE A)
- _____ 2. Review bylaws for clarification of
 - Nominating Committee charge.
 - Mandated number of officers and board members, requirements, and length of terms.
 - Organizational structure (*e.g.*, whether officers are elected separately from the board or are elected from and/or by the board, or how committee chairs are chosen).
 - Election procedures and requirements for the slate or slates.
- _____ 3. Design, or review, the JOB DESCRIPTION FOR AN INDIVIDUAL BOARD MEMBER (SAMPLE B) of the organization. Get board confirmation for changes.
- _____ 4. Determine which officers' and members' terms are expiring, which are continuing, and if those whose terms are expiring are eligible for another term.

Betsy Aldrich Garland is the Executive Director of Volunteers in Action (VIA), Rhode Island's central recruitment, referral, training and informational center for volunteers and social service agencies, and has extensive experience in volunteer program development. She has led numerous workshops for boards of directors and agency staff, consults widely in volunteer management and boardsmanship, and writes a weekly newspaper column entitled "Volunteers in Action" in the *Providence Sunday Journal*. Ms. Garland is enrolled in the Master of Divinity program at Harvard Divinity School with a special interest in the development of the laity and the revitalization of volunteers in the church.

- _____ 5. Check attendance records and determine if there are any members whose terms are *not* expiring who might be dropped, or asked to resign, because of lack of interest or participation. (Check bylaws for mandate.) Discuss this with the president, executive director, and/or board as seems advisable, and see that the appropriate person follows through. *Take care not to alienate the person being removed.*
- _____ 6. Determine the vacancies to be filled. Design a NOMINATING COMMITTEE WORKSHEET (SAMPLE C) based on your board structure called for in the bylaws and enter the names of the people you *have*, leaving lines to be filled in as the Committee work proceeds.
- _____ 7. Evaluate the board composition (those members left after steps 4 and 5) in light of need. (See step 1.)
 - Plot members on the GRID.
 - Determine "gaps" in skills, experience, and representation.
 - Decide on priorities based on present board weaknesses.
- _____ 8. Recruit and/or renominate a candidate for president (if not in mid-term) and then, after consulting with that presidential candidate, the other officers.
- _____ 9. Decide on renominations (if any). The "ask" may be by phone or in person.
 - Unqualified (There's no question that you want to keep him/her.)
 - Programmed (If he/she thinks he/she can be more involved this year.)
- _____ 10. Add nominees to grid and reassess needs.
- _____ 11. Identify potential candidates and/or categories of candidates and target groups *who meet the needs of the organization*. (See step 7.) In order,
 - Check BIOGRAPHICAL DATA SHEETS (SAMPLE D) in your board resource pool for candidates already expressing interest.
 - Solicit suggestions from the board. Have Biographical Data Sheets available for members to submit.
 - Apply to the Volunteer Center's Board of Directors Registry (if one exists).
 - Identify target groups and contacts within targets who can help you identify candidates and help recruit them.
- _____ 12. Screen suggestions and decide who will be asked and in what order. (If you have alternate choices in case some people turn you down, this will help things move more quickly.)
- _____ 13. Schedule recruitment interview, preferably *in person*. Decide who are the right persons to represent the organization to this candidate.
- _____ 14. Hold the recruitment interview. Remember that you are asking only for the candidate's permission to *place his/her name in nomination*.
 - Testimonial as to the worth of the organization.
 - Information about the organization. (You may wish to leave a kit behind for the candidate's perusal.)
 - The role, expectations, and time required of board members. Have the JOB DESCRIPTION in hand. (See Step 3.) *Be honest.*
 - An opportunity for recruiter and candidate to determine if his/her participation on this board will be mutually beneficial. Be grateful for the "no's" as well as the "yes's."
- _____ 15. Finalize the slate.
- _____ 16. Send a letter of confirmation and thanks to candidates with additional materials if promised. Invite them to the annual meeting if this is the organization's custom.

- _____ 17. Prepare an annotated list of candidates and present same to electing body (e.g., board, corporation, membership). This may be distributed before the meeting if this is the organization's custom.
- _____ 18. Remind the president to send a letter of appreciation to members who will be leaving the board. Plans may also be made to recognize them at the annual meeting or at other times. (Prepare a list of those retiring from the board.)
- _____ 19. Make formal presentation of nominees to the body. If candidates are present, they may be introduced.
- _____ 20. Conduct elections. (N.B., Sometimes a nominating committee is also elected at this time.)
- _____ 21. Notify and welcome newly elected members (if they are not present).
- _____ 22. Release publicity to newspapers.
- _____ 23. Plan and hold an orientation for new board members. (Old members should be invited to come and participate.) See following section on "An Outline for Orientation."
- _____ 24. Provide for continuing education and recognition of board members.
(N.B., Take care to keep the board informed of the Committee's process and progress throughout the year.)

VOLUNTEERS IN ACTION

Board Profile
 and
 Nominating Grid
 Year _____

| No. | Name | Years on Board | | | | | | | | | | |
|-----|------|----------------|--|--|--|--|--|--|--|--|--|--|
| | | | Geography Gr. Providence East Bay Kent County Blk. Valley Scituate South County Gr. Westerly Newport County Woonsocket Out-of-state | | | | | | | | | |
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| | | | Constituency Voluntary Government Business Education Health/M.H. Labor Civic Social Service Art/Humanities Media Religious Volunteer Consumer | | | | | | | | | |
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| | | | Skills Management Finance Legal Personnel Insurance Fund Dev't Planning Research/Eval'n Marketing/PR Training Public Spk. Legislation Writing Graphic Arts | | | | | | | | | |
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SAMPLE B

BOARD OF DIRECTORS

Individual Job Description

TITLE:—*Member of the Board*

RESPONSIBLE TO:—*President*

RESPONSIBILITIES:

- Participation in the normal collective responsibilities of a governing body
- Attendance at regular and special meetings of the board
- Participation on at least one committee of the board
- Lending of one's particular expertise and experience to the organization
- Maintaining an awareness of trends in the field of voluntarism
- Acting as a liaison with the public, interpreting VIA's program to those outside the agency and informing VIA of needs in the community.

QUALIFICATIONS:

- Interest in the organization
- Adequate time to ensure effective participation

TIME COMMITMENT:

Election of officers and members of the board is held in May of each year. The commitment is for a three year term unless specified otherwise. Board meetings are usually held every third Wednesday from noon to 1:30 pm. Most committees meet monthly at a time convenient to their members. The Executive Committee, i.e. officers and committee chairs, meets additionally on the first Wednesday of every month.

ORIENTATION AND TRAINING:

An orientation session will be provided prior to the first meeting of the board following the annual meeting, and members are welcome to meet with the president and executive to discuss the organization and their role. VIA board members are encouraged to attend at no cost workshops on the roles and responsibilities of a board which VIA offers to the community at large

BENEFITS:

An opportunity to

- Observe and participate on a seasoned community board
- Influence services available in Rhode Island
- Meet new people who share a common interest
- Improve quality of volunteer involvement across the state
- Participate in state, regional, and national events

COMMENTS:

Unreimbursed expenses incurred in the course of fulfilling one's responsibility as a member of the board may be deducted as a charitable contribution under the Internal Revenue Code. These include automobile mileage, bus and cab transportation, telephone bills, entertainment and meals for others, overnight conference costs, and tickets for charity benefits above actual value.

SAMPLE C

Year

Nominating Committee

Nominating Committee
Members:

WORKSHEET

Executive Committee

Officers:

President _____
 Vice-President _____
 Secretary _____
 Treasurer _____
 Vice-Treasurer _____

Class of _____

Class of _____

Class of _____

- | | | | |
|-----|-------|-------|-------|
| 1. | _____ | _____ | _____ |
| 2. | _____ | _____ | _____ |
| 3. | _____ | _____ | _____ |
| 4. | _____ | _____ | _____ |
| 5. | _____ | _____ | _____ |
| 6. | _____ | _____ | _____ |
| 7. | _____ | _____ | _____ |
| 8. | _____ | _____ | _____ |
| 9. | _____ | _____ | _____ |
| 10. | _____ | _____ | _____ |

Executive Committee

Standing Committees (appointed by President)
 Chairpersons:

Agency Relations _____
 Finance _____
 Nominating _____
 Personnel _____
 Placement _____
 Public Information _____
 Research & Evaluation _____
 Regional Development _____
 Training & Education _____

Nominating Committee (for next year _____)

Board Members - _____

Corporation
 Members - _____

SAMPLE D

BOARD OF DIRECTORS

Biographical Data Sheet

(For Nominating Committee Use)

Date _____

Submitted by _____

I. Name _____

Address _____ Zip _____

Telephone: Home _____ Office _____

Employment _____

Educational background _____

Professional skills or training _____

Volunteer experience (Attach additional sheets, if necessary.):

| <u>Years</u> | <u>Organizations</u> | <u>Position/Activity</u> |
|--------------|----------------------|--------------------------|
|--------------|----------------------|--------------------------|

Additional civic and fraternal activities: _____

Special awards, citations: _____

Special interests: _____

Availability for meetings: Morning _____ Lunch _____ Afternoon _____ Evening _____ Weekend _____

II. Exposure to the field of voluntarism:

III. Skills/experience:

| | |
|----------------------------------|----------------------------|
| _____ Management | _____ Committee Leadership |
| _____ Organizational Development | _____ Planning/Evaluation |
| _____ Policy/Decision-making | _____ Community contacts |
| _____ Financial Management | _____ Legal/Insurance |
| _____ Resource Development | _____ Parliamentarian |
| _____ Speakers' Bureau | _____ Training |
| _____ Writing/Public Relations | _____ Legislation |
| _____ Displays/layout & Design | _____ Other _____ |
| _____ Program development | |
| _____ Personnel | |
| _____ Social Service | |

IV. List areas of interest relevant to Volunteers in Action:

V. Additional comments:

(For Committee Use Only)

| <u>Date</u> | <u>Asked to Serve</u> | <u>Comments</u> |
|-------------|-----------------------|-----------------|
|-------------|-----------------------|-----------------|

AN OUTLINE FOR ORIENTATION

The ability of a voluntary organization to attract and involve qualified and committed volunteers in lending their skills and experience to the guidance of the organization has a tremendous impact on the success of the organization. Service on a board, however, places considerable demands on a volunteer's time and a large measure of responsibility. Board members need to find the experience personally rewarding and satisfying in order to maintain their interest and participation.

It is in the best interest of both board and individual volunteer, therefore, to prepare new board members for service as effectively and quickly as possible. While there is a common body of knowledge related to boards in general, each organization is unique, and the experience of incoming board members differs widely. An orientation for board members, therefore, needs to be prepared in light of the organization's mission, function, style and expectations of its members.

The following outline may be used as a guide for that process.

- 1. Members Need:** To know why they were selected.
Content: Board members are legitimately recruited for different skills and to represent various constituencies and need not be experts in every board task.

Recruits need to be told a) what special skills, experience and perspectives they have that the organization is seeking, and b) what the organization expects of them.
Method: Cover in the recruitment interview.
Who is Responsible: Nominating Committee
- 2. Members Need:** Information about the organization.
Content: Soon after being elected, if not before, new board members need a good orientation to the organization including history, structure, mission and goals, programs, services provided and clients served, budget and funding sources, relationship with other organizations, problems and reasons for celebration within the organization.
Method: a) Manual with relevant materials (see attached list)
b) History book
c) Conference with longtime members.
d) Films about organization.
e) Opportunity to observe program in operation.
f) A tour of the geographical area served and any properties owned or occupied by the organization.
Who is Responsible: Executive Committee or Nominating Committee with staff assistance.
- 3. Members Need:** Information about the board on which they are asked to serve.
Content: The type of board (governing, advisory, associational) and its role in the organization; the authority and liability the board carries and its relationship to other groups in the organization; the role of the officers; committees and how they function within the organization; who the other board members are; when and how often the board meets and expectation of attendance; relationships and division of labor between board and staff members.
Method: a) Include appropriate documents in the manual.
b) Review of the organizational chart.
c) Review of board meetings and business conducted.
d) Get-acquainted times for new members.
Who is Responsible: The Executive Committee, president or their chief

- 4. Members Need:** Information on the general roles and responsibilities of board members.
- Content:** A general grounding in the business of boards and their responsibility for finances, property and legal status, and services; program planning and evaluation; hiring, supporting and evaluating the performance of the executive; fund development; and public community relations.
- Method:** Officers will need special attention to help them understand their roles and responsibilities. Presentation with background reading. (Local libraries and national organizations often have excellent resources.)
- Who is Responsible:** Job description and background reading for each officer. The Executive Committee or their designees. Outside consultant may be asked to provide training.
- 5. Members Need:** To understand the role of standing committees and task forces in the organization.
- Content:** Committees serve three purposes: doing homework for the board between board meeting to expedite its work; serving as places where participation and loyalty to the organization are built; and acting as a training ground for leaders.
- Method:** New board members need to know what the standing committees are in that particular organization and how they function. They should be appointed or assigned to one as soon as possible. Care must be taken to differentiate between board work, committee work and staff work. A presentation of committees and their work. Committee job descriptions should be included in the manual.
- Who is Responsible:** Committee chairpersons
- 6. Members Need:** Information on the corporate offices and staff.
- Content:** There is no substitute for seeing the office, its operations and employees in the workplace in order to understand the organization.
- Method:** Tour of headquarters; introduction to staff and staff assignments.
- Who is Responsible:** Executive Director
- Members Need:** To understand the organization's style and expectations. Organizations are like people. They may be formal or informal, friendly or reserved, trusting or cautious, noisy and chaotic, or quiet and orderly. They may expect certain dress or behavior. There may be unspoken rules or customs. Important issues of style and behavior should be addressed directly and members helped to feel comfortable with diversity within acceptable parameters.
- Members may or may not be sensitive to such subtleties. These should be covered tactfully in formal presentations to new members or may be handled individually. A staff member or board members assigned to "shepherd" new members. Encourage members to participate effectively in meetings.

relationships
 are
 between
 affected.
 resignees.

- Content:** Productive meetings are an art requiring the delicate balancing of individual, group and organizational needs. However, individual participation can be enhanced by an appreciation for the purpose of agendas, minutes, financial reports, written information, protocol and parliamentary procedure.
- Method:** Inclusion of appropriate material in the Board member manual.
- A "recap" of a meeting with an experienced board member.
- Who is Responsible:** Executive Committee or its designee
9. **Members Need:** To feel accepted and needed by the organization.
- Content:** Everyone needs to "belong" and new board members are no exception. A good orientation and genuine welcome help a new board member make the leap from "you" to "we." Ensuring that board members find the place where they can begin to contribute is also important. People care about what they are involved in, and they are involved in what they care about.
- Method:** Work with individual board members until satisfactory assignments are made.
- Who is Responsible:** President and committee chairpersons
10. **Members Need:** To be knowledgeable about the field of service.
- Content:** Both member participation and personal growth can be enhanced by the board members and the staff being aware of trends in the particular field of service, legislation, new developments and the like.
- Method:** Provide pertinent articles; make publications available to board members.
- Offer board members an opportunity to attend conferences.
- Who is Responsible:** Executive Director and Board

CHECKLIST FOR BOARD ORIENTATION MANUAL

- | | |
|---|---|
| <ul style="list-style-type: none"> ___ Organization's purpose statement ___ Constitution and Bylaws ___ Organizational chart ___ History of the organization ___ Policies and procedures ___ A list of affiliations (if any) ___ Program descriptions ___ Goals and objectives ___ A list of funding sources and contracts ___ Board roles and responsibilities (as a collective body) ___ Individual board member job descriptions ___ Standing committees and their charge ___ Task forces and their charge ___ Staff list with assignments | <ul style="list-style-type: none"> ___ Personnel policies ___ Board list with identifications and phone numbers ___ Meeting information: days, dates length of meetings, place ___ Minutes from meetings for last fiscal year (or where they are available) ___ Procedures and forms ___ Evaluation techniques and charts ___ Map of the service area ___ Yearly organizational calendar ___ Publications and articles ___ Professional standards ___ Simplified parliamentary procedures ___ Fees, charges |
|---|---|

Volunteerism Citation Index

Katherine H. Noyes, Citation Editor

The Volunteerism Citation Index (VCI) is published twice a year by THE JOURNAL as a service to our readers. It is intended to be a tool for learning what is being written about volunteerism by those in other professions, and as an on-going guide to current trends affecting volunteerism. VCI also assists those who are conducting research, and adds another dimension to the definition and formalization of our field.

VCI includes citations from both popular and scholarly sources generally available in libraries. Articles are selected because they relate directly to volunteerism and volunteers, as defined by the subject matter, not the source. Pamphlets, newsletters, dissertations, unpublished papers and most newspaper articles are excluded because they are too "fleeting" in availability and often difficult to track down in their entirety.

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Letters

Dear Editor:

It was with great interest that I read Melanie Ghio's article, "A Brazilian Volunteer Connection," in the Fall 1986 issue. In September 1986, I had the opportunity to spend two weeks in Brazil conducting training and consulting on volunteer management. My experience was very rich and I believe that my understanding both of my life and work will never be the same. What I learned from the Brazilian people in those two weeks far outweighs what I was able to share with them.

I had planned (and still do) to submit an article to THE JOURNAL OF VOLUNTEER ADMINISTRATION on my reflections on Brazilian volunteerism. I look forward to sharing my experience with my colleagues in the hope of expanding all of our vision of the field we are involved in.

Anita L. Bradshaw
Volunteer: NCI
Arlington, VA

Dear Readers:

The "Letters to the Editor" feature is *your* opportunity to respond to THE JOURNAL—and thereby to your colleagues in volunteerism—about your reactions to the articles we publish. Many of our authors expect some controversy (in fact, welcome it!) in reaction to their comments. Show some healthy disrespect for the printed word and tell us how you feel!

Of course, you can also write to affirm and support an author's point of view, while adding your own perspective.

The "Letters" section is also an opportunity for you to raise questions of our readers. Perhaps you want to locate a project similar to yours or tap someone's expertise on a tricky management issue? Try asking THE JOURNAL's readers.

As it happens, I am looking for people who are willing to share "failure" experiences. Did you ever try an idea and have it bomb? Did a technique or approach fail to produce the results you intended? Is there something you would have done differently, with hindsight? If so, and you are willing to describe what happened so that others can benefit, please let me know. If we receive enough response, perhaps we can devote a "theme issue" to "interesting failures." Please consider working with me to develop this idea further. Write!

Susan J. Ellis
Editor-in-Chief
THE JOURNAL OF
VOLUNTEER ADMINISTRATION

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Guide to Publishing a Training Design

When submitting a training design for publication in *The Journal of Volunteer Administration*, please structure your material in the following way:

TITLE OR NAME OF ACTIVITY

GROUP TYPE AND SIZE: This should be variable so that as many groups as possible can use the design. Optimum group size can be emphasized or ways to adapt the design to various group sizes can be described.

LEARNING OBJECTIVES: One or more sentences specifying the objectives of the activity.

TIME REQUIRED: Approximate time frame.

MATERIALS: List all materials including props, handouts, flip charts, magic markers, and audio-visual equipment.

PHYSICAL SETTING: Room size, furniture arrangement, number of rooms, etc.

PROCESS: Describe *in detail* the progression of the activity, including sequencing of time periods. Use numbered steps or narrative, but clarify the role of the trainer at each step. Specify instructions to be given to trainees. Include a complete script of lecturettes plus details of the *processing* of the activity, evaluation, and application.

If there are handouts, include these as appendix items. Camera-ready handouts are appreciated.

VARIATIONS: If other ways of conducting the design are applicable, describe briefly.

Include a three or four line biographical statement at the end of the design and any bibliographical references showing other available resources.

Please send three (3) copies of all materials to: THE JOURNAL OF VOLUNTEER ADMINISTRATION, P.O. Box 4584, Boulder, CO 80306.

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GUIDELINES FOR SUBMITTING MANUSCRIPTS

I. CONTENT

A. THE JOURNAL OF VOLUNTEER ADMINISTRATION provides a forum for the exchange of ideas and the sharing of knowledge about volunteer administration. Articles may address practical concerns in the management of volunteer programs, philosophical issues in volunteerism, and significant applicable research.

B. Articles may focus on volunteering in *any* type of setting. In fact, THE JOURNAL encourages articles dealing with areas less-visible than the more traditional health, social services, and education settings. Also, manuscripts may cover both formal volunteering and informal volunteering (self-help, community organization, etc.). Models of volunteer programming may come from the voluntary sector, government-related agencies, or the business world.

C. Please note that this JOURNAL deals with *volunteerism*, not *voluntarism*. This is an important distinction. For clarification, here are some working definitions:

volunteerism: anything related to volunteers or volunteer programs, regardless of setting, funding base, etc. (so includes government-related volunteers)

voluntarism: refers to anything voluntary in our society, including religion; basically refers to *voluntary agencies* (with volunteer boards and private funding)—and voluntary agencies do *not* always utilize volunteers.

Our readership and focus is concerned with anything regarding *volunteers*. A general article about, for example, changes in Federal funding patterns may be of value to executives of *voluntary agencies*, but not to administrators of *volunteer programs* necessarily. If this distinction is still unclear, feel free to inquire further and we will attempt to categorize your manuscript subject for you.

D. THE JOURNAL is seeking articles with a "timeless" quality. Press releases or articles simply describing a new program are not sufficient. We want to go beyond "show and tell" to deal with substantive questions such as:

—why was the program initiated in the first place? what obstacles had to be overcome?

—what advice would the author give to others attempting a similar program?

—what might the author do differently if given a second chance?

—what might need adaptation if the program were duplicated elsewhere?

Articles must be conscious demonstrations of an issue or a principle.

II. PROCEDURE

A. The author must send three (3) copies of the manuscript to:

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B. Manuscripts may be submitted at any time during the year, but the following are the deadlines for consideration for publication in each issue:

for the *October* issue: manuscripts are due on the 15th of *July*.

for the *January* issue: manuscripts are due on the 15th of *October*.

for the *April* issue: manuscripts are due on the 15th of *January*.

for the *July* issue: manuscripts are due on the 15th of *April*.

C. With the three copies of the manuscript, authors must send the following:

1. a one-paragraph biography, highlighting the author's background in volunteerism;

2. a cover letter authorizing THE JOURNAL OF VOLUNTEER ADMINISTRATION to publish the submitted article, if found acceptable;

3. mailing address(es) and telephone number(s) for each author credited.

D. Articles will be reviewed by a panel of Reviewing Editors. The author's name will be removed prior to this review to assure full impartiality. The review process takes six weeks to three months.

1. Authors will be notified in advance of publication of acceptance of their articles. THE JOURNAL retains the right to edit all manuscripts for basic writing and consistency control. Any need for extensive editing will be discussed with the author in advance. Published ms. will not be returned.

2. Unpublished manuscripts will be returned to the authors with comments and criticism.

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