

# Moving Toward Professionalism: Volunteer Administrators in Pennsylvania

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## INTRODUCTION

As volunteer administrators become more and more important in the process of helping within self-sufficient communities, the credentials and professional background of these individuals come under scrutiny. Naturally, management is skeptical of persons who have little to document in terms of credentials, while some leaders of volunteers have concern about forcing a highly structured credentialization program on the field which might only serve to drive talented, innovative individuals from the profession. Vern Lake, Chief of Volunteer Services in the Minnesota Department of Public Welfare points out, volunteer administrators:

*...feel they deserve to be recognized as a profession among the professions. Yet, it is not always clear as to what kind of recognition is sought... Progress has been made, but we are still far from being recognized as a profession among the professions. The possibility has not even occurred to some. To others, it lacks urgency, even interest.<sup>1</sup>*

The need to affiliate and network with others in the field is felt by many, however. These individuals, despite their diversified backgrounds, attempt to meet organizational and community needs while plotting a course of personal growth.

This desire to meet needs and maintain personal development takes different forms for different individuals. Many leaders of volunteers do find that a local professional group helps them in terms of contacts and current information in their field. Others find that identification with a national professional group is important to themselves and their employers. On the other hand, organizations at the state level seem suspect; what can the value be for such affiliations? While the values of such affiliations for each individual will vary, a recent survey done in Pennsylvania indicates that volunteer administrators in this State feel the need for a state professional organization to enhance their efforts at networking, guarantee communication and information exchange, and ensure an avenue for professional development. Such an organization could go far toward relieving the concern Mr. Lake identifies among volunteer co-ordinators "that their work is not recognized for its breadth and complexity."<sup>2</sup>

The authors chose to undertake such a survey in an effort to create some identity for those in Pennsylvania who direct the efforts of volunteers. Without concrete knowledge of who "we are, and what we do," volunteer administrators will never achieve the recognition some feel they deserve. As a group, however, volunteer administrators are woefully

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uninformed about the issues which affect their fledgling profession. Robin Burns, coordinator of volunteer services for the South Carolina Department of Social Services, claims:

*We need better ways to work together to upgrade and receive recognition for our field. We need to be aware of legislation that affects us, such as tax breaks for volunteers, special tax categories for older Americans, courses in the schools to promote better volunteer citizen involvement, recognition, and encouragement of the use of volunteers in government, and many other issues.*

In determining to undertake a survey of certain leaders of volunteers in Pennsylvania, the authors wished to identify any desire or need for statewide networking for volunteer administrators. An additional benefit of such a survey for the profession as well as for individuals within the volunteer community is the determination of who volunteer coordinators are and what they do. As Janet Richards, church volunteer administration consultant, stated in the Fall of 1982 while preparing to chair the Pennsylvania State Symposium for Volunteerism and Education for 1983: "We cannot afford to sit back and allow government to reinvent or define the volunteer sector." Thus, it is necessary for volunteer administrators to look to themselves, to define who they are and to be counted. The survey undertaken by the authors is only a beginning of what should become a self-renewing process.

## STATE OFFICE ON VOLUNTEERISM?

The issue of State Offices on Volunteerism first came to the surface in 1973 when the National Governors' Conference published a statement advocating State Offices. The functions of such offices took the form of two possibilities: support for volunteer programs operating in state agencies and institutions, or support for volunteer programs within private

agencies. The purposes of a State Office on Volunteerism, as proposed in 1973, were:

1. to co-ordinate and assist established volunteer programs;
2. to initiate new volunteer programs;
3. to develop supportive legislation;
4. to train state personnel in volunteer administration;
5. to recruit and place volunteers;
6. to provide a liaison among community groups;
7. to provide a meeting for discussion of questions of public interest;
8. to provide volunteer recognition;
9. to assist with cultivation of funding sources.

In 1973, in response to the National Governor's Conference, ACTION made funding available to states that were interested in establishing a State Office. Thirty-two states made application for such funds at that time.

In Pennsylvania, the concept of a State Office was viewed as both positive and negative. Government seemed in favor of the idea, while resistance among the state's independent volunteer administrators seemed strong. The reasons given for supporting a State Office included the encouragement of greater use of volunteers in state programs and services, the publication of information about Pennsylvania volunteer efforts, and creation of a means to increase citizen participation in public affairs. Those who opposed such an Office felt that government had no business in the administration of volunteers, and that the independent and non-partisan qualities of the voluntary sector would be tainted by governmental intervention. There was an additional issue raised by the Governor's desire to place the new State Office on Volunteers in the Department of Welfare.

Naturally, those in opposition to the State Office were quick to pro-

pose an alternative which seemed less threatening to many in the field. The idea of the formation of a statewide professional organization grew out of opposition to a State Office. Initial disappointment by those wishing to form a State Office stymied efforts by others to develop the professional organization concept. However, at the Pennsylvania Statewide Symposium on Volunteerism and Education held at Pennsylvania State University in 1981, momentum seemed strong enough to begin.

#### PA VINE: WORKING ALTERNATIVE

Spearheaded by Voluntary Action Center directors and volunteer administrators interested in professional growth for the field, PA VINE (Pennsylvania Volunteer Information Network Exchange) was established. Initially without funds for mailing and printing, the PA VINE published a newsletter intermittently from Fall, 1981 through early Summer, 1983, with money from scattered individual donations and in-kind services. At the 1983 PA Statewide Symposium on Volunteerism and Education, a resolution was introduced by the Lancaster County Council of Volunteer Coordinators recommending that the PA VINE formalize itself into a true professional organization at the state level. The organization would not attempt to compete with any established group, but rather would fill the gaps which presently exist in the professional network system. This resolution was based on the outcome of a statewide survey conducted between January and April, 1983 for the Lancaster group. The results of that survey follow.

#### INTRODUCTION TO SURVEY

In conducting a survey of Pennsylvania volunteer administrators, the authors found many individuals willing to help. In addition, the Lancaster County Council of Volunteer Coordinators provided funds for printing. Penn State University in-

cluded the survey in its mailing of information about the PA Symposium on Volunteerism. Individual members of the Lancaster Council offered their services in tallying, collating, typing, and preparing the raw data.

While the 1983 Volunteer Managers Survey is non-scientific, it is the first effort to survey and identify who, in fact, administers volunteers in Pennsylvania. And despite its many shortcomings it does draw a composite picture of the "typical" volunteer administrator in the state. In many ways, this individual fills the stereotype often associated with volunteering. The typical survey respondent is a white female with collegiate background; however, there are some surprising trends visible from the data. In addition, the survey pointed out overwhelmingly the desire on the part of Pennsylvania managers to form and join some structured statewide organization for their mutual self-benefit. The uniqueness of the survey lies in its effort to draw upon the body of professional information available only from managers of volunteers, rather than volunteers themselves.

The survey authors found no mailing list of volunteer managers available. The only real list available was the marketing list compiled by Penn State University to promote the 1983 PA Symposium on Volunteerism and Education. That list, by no means comprehensive, became the vehicle through which 8,500 surveys were dispersed. Those whose names were on the list included previous Symposia participants, participants in continuing education workshops in volunteerism and related fields, and others who had "expressed an interest" in being informed.

Based on examination of the complete mailing list of 8,500 names, Susan Ellis, president of Energize, a consulting firm on volunteerism, estimates that 35% or 2,975 of the recipients were not involved in the volunteer movement at all. This would include head nurses, nursing

home administrators, Pennsylvania state government department heads and the like. Therefore, responses were not expected from this group, leaving a more realistic survey population of 5,525. Of these, 390 were returned, a 7% return from those actually in the field. Sixteen surveys were discounted because the respondents were neither residing nor working in Pennsylvania, and nine others were received from consultants or VAC directors who were not able to respond appropriately to the questions asked. Thus, the total tally of responses utilized was 366. While this rate is low, and might at first seem to represent insufficient data, it is well to remember that nearly 400 people of a very diverse group did respond. If a better list than the Penn State Symposium mailing list existed, the authors should and would have used it. The low response percent helps to underscore the fact that the diversity of the group referred to as "volunteer administrators" is so great that even listing them for a single state is a giant task.

So little research exists with regard to volunteer administrators, in contrast to the ever-growing work on volunteers, that even this small survey sample bears reporting. Elmer Miller and Terri Rittenburg, reporting on continuing education for volunteer leaders in Nebraska, found themselves faced with the same difficulty. They feel the 8.4% response rate to their survey resulted from the survey going to too many persons "not familiar with the concept of the Volunteer Leader Development Series, coupled with the fact that follow-up techniques were not used."<sup>5</sup> Since neither titles nor organization names were included on the mailing list, appropriate follow-up was virtually impossible.

The survey results, for ease of examination, were grouped into five categories: Personal Profile, Agency Profile, Community Profile, Career Profile, and Professional Insights.

## PERSONAL PROFILE

The "typical" respondent in the state of Pennsylvania is between 35 and 55 years of age. Volunteer administrators are, by an overwhelming majority of 3 to 1, female. The educational level of these females is high; 185 of 361 responding to this question indicate that they possess at least a Bachelor's degree. For many, the field of volunteer administration is a second career, one for which they did not specifically train. Fully two-thirds had a first career; a majority of them were teachers, others were social workers and still others administrators.

## AGENCY PROFILE

This typical volunteer administrator supervises an average of 125 volunteers, although the number is pulled up by national organizations such as the American Red Cross, with local chapters which represent large numbers of volunteers serving in a single organization. The vast majority of these managers supervised 100 or fewer volunteers. It is interesting to note that these findings correlate with those published by Miller and Rittenburg who found from their survey of Nebraska volunteer leaders that the number of volunteers in an organization ranged from two to 2,000, "with 100 being the most common response and 70 the median."<sup>6</sup>

The agency within which the volunteer administrator functions is primarily concerned with social services. Fully 236 of the respondents are associated with institutions. Health services represent 207 other agencies, while educational services are provided by 192. (It is important to remember that many agencies are multi-faceted, providing more than one service in their communities.)

Of those responding, 283 agencies are not-for-profit, 23 for profit, and 59 government. The primary source of funding for many of the agencies is government, including federal, state, and local grants. Third party

payments are second as a source of funding, while private donations as a primary source of funding are third.

Two-hundred-ten respondents indicated that their organization was not a part of a larger national group. The other 150 respondents indicated that they were affiliated in some way with a national organization. The national memberships are divided into two types: a parent organization that charters local efforts, such as American Red Cross, American Heart Association, or the American Cancer Society; or common interest groups such as the National Association of Foreign Student Affairs, the National League of Nursing, or the National Nursing Home Association. This seems to uphold the belief that most voluntary efforts are local and not nationally or governmentally mandated.

#### COMMUNITY PROFILE

The communities in which these agencies provide service vary. A majority of those responding serve a community of 25,000 or less, often a part or all of a county. Close upon that group, however, were eighty responses from population areas of 50,000 to 100,000 persons. The large metropolitan areas were also well represented, with sixty responders serving a population in excess of 500,000 persons. By and large, the population served was a mixed population, not a community representing specific urban, suburban, or rural populations.

A majority of those in the field work with the aged or with mixed populations, as these two groups were equally represented well ahead of any other specific target population. The general public, probably through educational programs, was second, while children and youth service groups were third.

Of sixty-seven counties in Pennsylvania, fifty-six were represented by the respondents. Philadelphia County was most heavily represented with fifty-three responses, while

Lancaster County, the sponsor of the survey, provided twenty-four responses. Delaware and Montgomery Counties (bordering Philadelphia) also placed as top areas in which volunteer managers function.

#### CAREER PROFILE

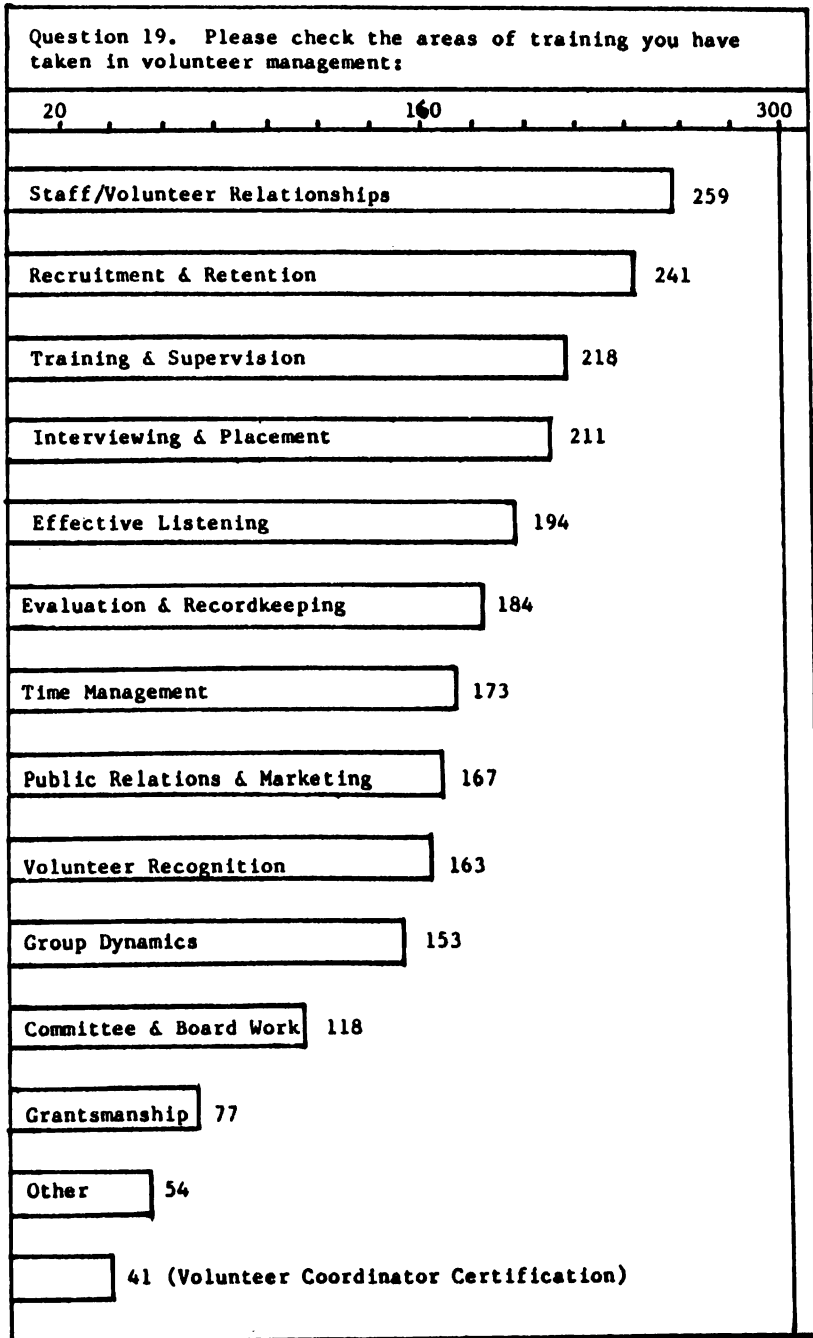
In attempting to map a career profile from those responding, the authors encountered difficulty collating answers from the question concerning job titles. Many of those providing major support for volunteers are not known as "Volunteer Administrators." Many, in fact a majority of 184, have the title of Director; 95 are Volunteer Coordinators. Other titles by which volunteer managers are known are almost as varied as the organizations which employ them. Some examples are: Department Head, Chairperson, Supervisor, President, Administrative Assistant.

A majority of those who lead volunteers divide their time equally among the management tasks of recruitment and retention, recognition, interviewing and placement, staff/volunteer relationships, problem-solving, training, and supervision. Some fifty-one individuals spend a majority of their time in supervision, while recruitment and problem-solving demand a large percentage of the time of thirty-two persons each.

Of those willing to share salary ranges, 177 earn between \$10,000 and \$20,000 for full-time employment. Eighty-nine persons earn over \$20,000. Of those responding, 297 are full-time employees of their organizations, while sixty are part-time personnel. Included in this group of responders were twenty-four who indicated that they receive no salary for their services.

Despite the fact that "typical" volunteer administrators did not start out with formal career training in volunteer administration, by and large, they are a highly "work-shopped" group (possibly affected by the variable of the mailing list com-

TABLE 1: TRAINING



ing from Penn State). Three-quarters of the individuals responding have had training in staff/volunteer relations, and in recruitment and retention. Almost as many have background in interviewing and placement, as well as in effective listening. The training which volunteer managers most consistently lack is in grantsmanship (See Table 1).

Most probably grantsmanship and volunteer coordinator certification fare poorly for two reasons. First, it is only recently that volunteer managers have begun to see the value of such training, and second, each has higher costs than the more ubiquitous workshops. Furthermore, few respondents are Association for Volunteer Administration (AVA) certified. This national association has recently established a performance-based certification which will supercede earlier certifications. The value of AVA certification, old or new, is only beginning to be felt by the individual volunteer administrator. Three-quarters of those responding indicated that their organizations do have some funding available for ongoing training and skills development for the volunteer manager. This is significant in light of the special skills needed by practicing professionals and the unique application of other more generic management techniques.

#### PROFESSIONAL INSIGHTS

When the volunteer administrators of Pennsylvania look at the world in which they direct the energies of volunteers, they see three critical interlocking problems: a perceived shortage of volunteers, coupled with an increased demand for services, and hampered by a distinct lack of funding. They face these problems and keep themselves abreast of new directions in the field in part by belonging to local professional groups. Fully 50% of those responding are members of such a group. One hundred forty-two belong to statewide groups such as the Hos-

pital Association of Pennsylvania, and the Pennsylvania Association for Non-Profit Homes for the Aging. One hundred thirty-four belong to other groups at the state and national levels.

When questioned about their feelings concerning PA VINE in its present form (an occasional newsletter bolstered by the annual Symposium) volunteer administrators in Pennsylvania strongly support a system of networking, communication and information exchange. This is coupled with a slightly less intense desire for professional development. Small numbers feel that political action and advocacy are important functions of a statewide volunteer administrators group.

#### SURVEY GENERATES ACTION PLAN

After preparing, distributing, and collating the survey, the authors carefully examined the results of the last item reported, the nature and role of the PA VINE. (See Table 2). From the results of and from discussions with volunteer managers in Southeastern and Southcentral Pennsylvania, it seemed that action was in order. The authors presented preliminary results of the survey to the Lancaster County Council of Volunteer Coordinators, and found affirmation among that group's members. As a result, the authors generated a resolution to expand and strengthen PA VINE, making it, finally, the statewide professional organization which seems to be desired in Pennsylvania. The resolution, which follows, was presented at the annual PA State Symposium on Volunteerism in June, 1983. This annual event, held by Penn State University each year since 1979, attracts more than 100 persons in the field of Pennsylvania volunteerism from a diverse group of organizations. The Symposia, three days in length, offer workshops, plenary sessions, and small group discussions fostering volunteerism and professional growth.

TABLE 2: Identified Functions

23.	What would you consider the most important function of the PA VINE?	20                      100                      180
a.	professional development	74
b.	networking/ communication	144
c.	information exchange	141
d.	political action	36
e.	advocacy	32
f.	other	(10)
	no answer	20
TOTAL ANSWERS: 366		



At the 1983 Symposium, 113 persons from all parts of PA were in attendance. After reading and debating, a resolution was voted upon and passed by a vast majority of those present. The resolution states:

Whereas, the leaders of volunteers of the state of Pennsylvania have been surveyed,

And whereas, they have indicated their support for the PA Volunteer Information Network Exchange for the purpose of networking, communication, and information exchange on professional matters,

And whereas, the nature of such communication and networking needs to be regular and dependable,

Now be it Resolved, that the PA VINE define its purpose and goals through formal by-laws which reflect the desires of the PA volunteer movement.

Be it also Resolved, that geographical regions be determined to facilitate networking of groups and individuals within the state,

And be it further Resolved, that the PA VINE identify funding sources to carry out its work, including an annual membership fee to individuals and groups.

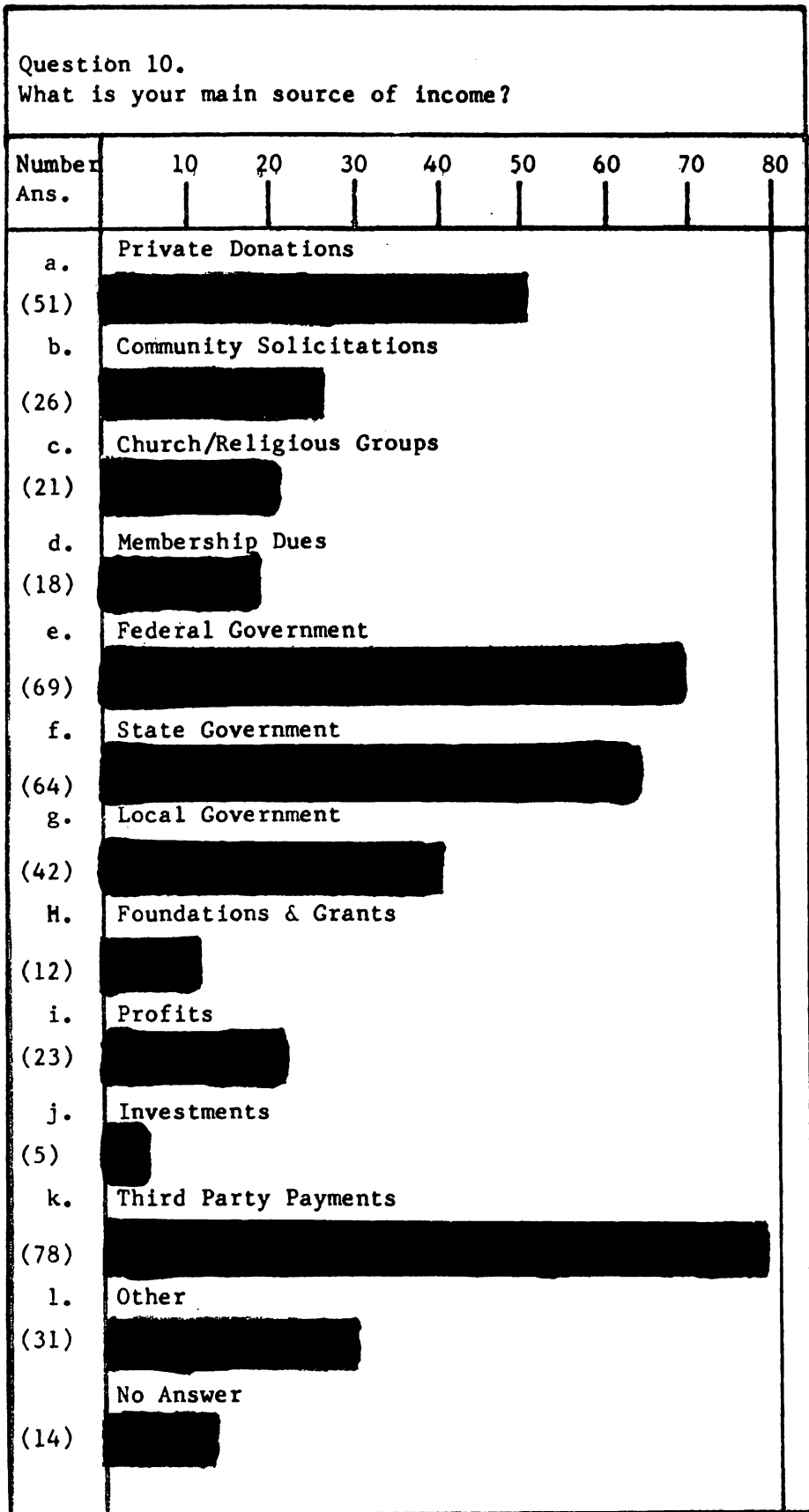
Debate was expected to be active and rigorous; instead, the resolution passed with all in favor and a single abstention. A concern raised during the debate was that the formation of a state professional organization would "hinder development of a State Office on Volunteerism." Remarks were negative, however, toward government's taking the lead in organizing volunteerism for Pennsylvania. All conference participants were in firm agreement that the professional leaders of volunteers in Pennsylvania need to be identified, become known statewide, and gather political clout through a state association of volunteer managers.

As a result of the passage of the resolution, the assembled conferees formed a Steering Committee to achieve two goals: the formulation of by-laws, and the gathering of a geographical mailing list. It is expected that the by-laws will be formulated by June, 1984, and that they will be debated at the 1984 PA Symposium. (Ed. note: This has occurred.) The mailing list should define regions within the state for networking which could take the form of regional meetings or conferences. It is further anticipated that the 1984 PA State Symposium on Volunteerism and Education will have a special opportunity--the opportunity to vote for the creation of a statewide professional group to serve the needs of volunteer administrators as they seek tools to improve the quality of life for others and their own professional status.

#### PROJECTIONS AND INSIGHTS

The 1983 PA Symposium had as its closing session speaker, Steve McCurley, Director of Program Services, VOLUNTEER: The National Center for Citizen Involvement. His address, titled "Marketing Volunteering to Management--The New Climate," discussed what volunteer managers need to do within their own agencies to sell the idea of volunteering and to demonstrate its potential and importance. Mr. McCurley stated that volunteer administrators need marketing skills as much as large corporation heads today, because of the psychological crisis generated by being beginners in a relatively undefined profession. McCurley urged marketing for success. "Our agencies don't understand what we do. If we are successful, where do we go--up and out of the field! We have no personal recognition with no 'stars' in our field." This address, urging volunteer managers to market themselves, was significant in light of the Personal Profile developed by the survey. The typical manager of volunteers lacks the expertise to market his/her credentials and quali-

TABLE 3: Sources of Income



fications, as well as those of volunteers, to prospective employers and volunteer utilizers. Furthermore, this individual often fails to take the initiative in advocating for his/her volunteer program in particular, and voluntary action in general.

For example, in 1977 Wyatt B. Durette, Jr. wrote about the ignorance of the average legislator with regard to volunteer potential. The legislator, claimed Durette,

*...still thinks of volunteers as the Rotary Club, the Lion's Club, the Jaycees, the Junior League or the Women's Club. He may have no idea that extensive volunteer programs in corrections, mental health, welfare, even exist....*<sup>10</sup>

Most volunteer managers will agree that many legislators today are no more educated than the group referred to in 1977. If that is so, however, the volunteer manager is to blame. Too little fanfare is generated by the profession about its own successes.

On the other hand, professionals in volunteerism have been quick to point out to legislators that while volunteers are "free," their activities need to be managed by professionals (just as does the utilization of any other resource) and "that it is appropriate and cost effective for a government organization to allocate funds for the management of these resources."<sup>11</sup>

These examples show the great need for unity and singleminded purpose in our budding profession. Without vehicles such as state associations and local self-help groups, individual efforts are often lost. Rapid turn-over and early burn-out cause some respondents to be concerned only with learning the job, not advocating for improved professional status.

The membership of the Lancaster County Council of Volunteer Coordinators, for example, seems to reflect feelings expressed by some attending the Symposium that certification is an unsure investment, not

necessarily leading to better jobs or larger salaries. These concerns pinpoint aspects of McCurley's psychological crisis. One revealing comment from a survey respondent summarizes the problem:

*I began the directorship position in December, so I'm still deep in the throes of getting myself organized. One thing I've noticed is that when it comes right down to promotion, PR or any "hornblowing," it just hasn't been done in years. Consequently, we've blended in with everything comparatively mediocre. I received a degree in Communications/PR and my goal is to at least try to revive a mellowed spirit.*<sup>12</sup>

#### WHAT'S IN THE FUTURE: TOUGH TIMES, FINANCIAL WOES

Of great concern to professionals in the field are budgets and finances. According to Steve McCurley there will be further budget cuts for non-profit agencies of 28% between 1983 and 1985, causing a \$37 billion cut-back from the \$115 billion level of 1982. These cutbacks will lead to much increased interest on a national level in volunteerism, because, states McCurley, 50% of the U.S. population believes volunteers can do everything, since it means survival of agencies, jobs, and services.<sup>13</sup> His projections are ominous when considering the answers to the survey question, "What is the main source of income for your agency?" (See Table 3.) Of the 440 responses, forty are agencies with two main funding sources, twelve with three main sources, and eight have multi-funding. Fourteen gave no answer. There are sixty agencies receiving funding from two or more sources, representing only 6% of the total respondents. Obviously, multiple funding sources will become a necessity in the near future.

Also consider that the single largest combined category of funding reported in number 10 is government: federal, state, and local. These 175

TABLE 4: Critical Problems

Range from 1st to last	Question 16. What would you say the most critical problem area in volunteer-staffed programs and services is for your area and organization?  CRITICAL PROBLEM AREA & NUMBER OF RESPONSES:	10	50	90
		[Scale with tick marks]		
1.	SHORTAGE OF VOLUNTEERS	94		
2.	INCREASED DEMAND FOR SERVICES:	88		
3.	LACK OF FUNDING:	51		
4.	STAFF/VOLUNTEER RELATIONSHIPS:	47		
5.	COMMUNITY COOPERATION & AWARENESS:	44		
6.	VOLUNTEER PROGRAM NETWORKING:	18		
7.	STAFF CUTBACKS/ LAYOFFS:	16		
8.	ADVOCACY NEEDS:	8		
TOTAL ANSWERS:		366		

respondents stand to lose significant additional funding. This bleak picture exists at a time when volunteers are asking for and needing more and more in the way of enabling funds to continue to function. To make matters worse, answers to question number 9 point out that 243 of the 266 respondents are non-profit and totally dependent upon funding sources for survival, as only 23 respondents represent for-profit organizations. Seventy-eight of those responding, both non-profit and otherwise, do receive third party payments.

### A ROCK AND A HARD PLACE

The corollary concern when funding is in jeopardy is the utilization of existing or diminishing resources. The New Federalism which is entering its fourth year as national policy has cut deeply into social programs once thought sacrosanct. Volunteer administrators would do well to realize that the competition will be not only for dollars, but also for committed volunteers. James C. Thompson, Jr., writes that professional volunteer administrators will feel the second wave of New Federalism as they see increasing volunteer awareness of advocacy, self-help, and political action but most probably a topping-off in the ranks of volunteers in hospitals, schools, and traditional social service agencies.<sup>14</sup>

Survey question number 16 asked: "What would you say is the most critical problem area in volunteer-staffed programs and services for your geographical area and organization?" Before looking into the detailed answers, it is interesting to note that McCurley agrees with Johnson that within the next three to five years there will be an "incredible" increase in the need for volunteers. Consequently, competition will become a critical issue for managers of volunteers. Problem areas identified by volunteer administrators in answering survey question #16 can be seen in Table 4.

George Gallup, Jr., one of the nation's leading pollsters, notes a number of trends which will have dramatic impact on the volunteer movement. He especially enumerates the impact of the growing number of women who work outside the home. Forty-four of every 100 women are currently employed. The "me ethic," characteristic of the 1970's is having an impact on the quality of citizen involvement.<sup>15</sup>

Survey respondents identified three problem areas as becoming critical within the next two years: shortage of volunteers, increased demand for volunteers to provide services, and lack of funding. It would seem that Pennsylvania follows national trends! Another critical problem to surface in Pennsylvania is the trend to cut the volunteer manager's position first when faced with budget cuts. The volunteer manager's responsibilities are then delegated to other staff members who may or may not have the skills or interest necessary to work with volunteers. Certainly, many of those so affected claim that they do not have the time to do an effective job. One coordinator writes:

*My position here is coordinator of a large program, part of which includes volunteer coordination. Because of funding losses we no longer have a designated volunteer coordinator, so I have "absorbed" those responsibilities.<sup>16</sup>*

Another respondent from a nursing facility writes: "An active volunteer program can be a full-time position for a coordinator. Volunteers will be the salvation of many nursing facilities in the future."<sup>17</sup> Another individual bemoans the difficulty of marketing her job to management:

*Volunteer coordination is only one aspect of my position as "Resource Co-ordinator" and is new to our agency; therefore, it has been catch as catch can. Convincing management in social services that in the long run it is an appropriate use of my time when*

social services are in such desperate straits is very difficult.<sup>18</sup>

And a final comment from a volunteer administrator who responded from out of state points out that the problem is more widespread. She writes: "Lack of funding--no paid clerical assistance--I am tied to statistics, clerical work and really cannot adequately do the job. I'm quite capable of in other areas."<sup>19</sup>

Two additional aspects of the coming crisis are the need for sufficient staff support and the need for volunteers with specialized skills. Warm, friendly bodies will fail, in many cases, to fill the bill. Even when staff support and management backing is available, programs relying upon volunteer leadership suffer if there are no persons willing to be more than a cog in the larger wheel. It seems that some programs at least are suffering from the rather unique situation of too many braves and not enough chiefs. Says one volunteer manager, "We have no trouble obtaining volunteers, but program chairmen are hard to find. Qualified people are either working or over-extended regarding community commitments."<sup>20</sup> A mental health professional comments:

*Most critical for me is the problem of finding persons able to work comfortably with Mental Health/Mental Retardation residents. In some instances the Volunteer must have some professional expertise to work with clients, especially if the client/resident is "challenging."<sup>21</sup>*

## SUMMARY

The 1983 PA Volunteer Managers Survey reported upon here served a three-fold purpose. First, it became the vehicle which launched a movement toward a statewide professional organization for leaders of volunteers in Pennsylvania. Second, it is an attempt to define an answer to Janet Richards' challenge concerning "who we are, what it is we do, and who we serve"--in other words, to arrive at a

definition of our profession. It would have been most interesting to ask which persons had only the single job responsibility of managing volunteers, or what types of volunteer jobs are most in demand. It might also have been interesting to identify by name the local volunteer groups with which the respondents are affiliated for local professional development and networking. The survey cannot be termed scientific because of the only distribution vehicle available--the Penn State University Symposium mailing list. On the other hand, it is a beginning of a satisfactory definition of those individuals in the state of Pennsylvania who consider themselves to be in the business of managing volunteers. Without such definition, the profession has no chance to develop clout, a collective identity, or a forum for informed decision-making about the future.

Finally, the survey results give statistical credence to the fact that the major problems facing Pennsylvania volunteerism today are nationwide, as the results of the limited number of responses from persons in Ohio, Delaware, Maryland, Virginia, and New York indicate.

From a modest beginning as an alternative suggestion to a State Office on Volunteerism, the idea of a state association has grown to the point that in June, 1984 the Pennsylvania Statewide Symposium conferees will have the opportunity to vote such an association into existence. That reality reflects a growth of professional awareness that parallels the heightened interest across the nation in volunteerism. Pennsylvania's experience reflects Kerry Kenn Allen's observation in "Volunteering in America: A Status Report 1981-1982" that:

*We have learned that volunteering encompasses a broad range of diverse activities and is the umbrella for citizens with divergent political views but who share a belief that things can be made a little better for everyone.<sup>22</sup>*

Pennsylvania's volunteer administrators see the need to move beyond a concern merely for volunteer bodies to a professional concern about the "potential consequences for volunteerism of the federal thrust to reduce support for human services... that reflects a change in national social policy."<sup>3</sup> It would seem that volunteer administrators in Pennsylvania have a tremendous amount of networking and advocacy before them, if they are to truly define and shape their own profession, assuring its maintenance by its own skilled practitioners.

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#### FOOTNOTES

<sup>1</sup>Vern Lake, "Beyond Professionalism," Voluntary Action Leadership, Winter, 1982, p. 2.

<sup>2</sup>Ibid.

<sup>3</sup>Robin Burns, "Now Let Us Praise Good Men and Women," Voluntary Action Leadership, Summer 1980, p. 2.

<sup>4</sup>Government Committee, Lancaster County Council of Volunteer Co-ordinators, "State Office on Volunteerism! A Position Paper," January, 1981, p. 1.

<sup>5</sup>Elmer H. Miller and Terri L. Rittenburg, "Continuing Education for Today's Volunteer Leader," The Journal of Volunteer Administration, Summer, 1983, p. 45.

<sup>6</sup>Ibid., p. 48.

<sup>7</sup>See Sarah Jane Rehnborg and Mark Eaton Cheren, "Performance-Based Certification in Volunteer Administration," The Journal of Volunteer Administration, Summer, 1983, pp. 50-56 for details.

<sup>8</sup>"Volunteers: Facts and Fiction," Program, 1983 PA Symposium on Volunteerism and Education, June, 1983, p. 4.

<sup>9</sup>Steve McCurley, "Marketing Volunteers to Management - The New

Climate," Closing Address, PA Symposium on Volunteerism and Education, June 24, 1983.

<sup>10</sup>Wyatt B. Durett, Jr., "Volunteers and the Legislature: What They Don't Know About Each Other," Voluntary Action Leadership, Summer, 1977, p. 2.

<sup>11</sup>H.L. Baynes, "On Volunteering in State Government," Voluntary Action Leadership, Summer, 1980, p. 39.

<sup>12</sup>Alice G. Heitmuller and Sandra H. Heisey, "1983 PA Volunteer Managers Survey," Survey #12.

<sup>13</sup>McCurley, op. cit.

<sup>14</sup>James C. Thompson, Jr., "Volunteerism Is in Jeopardy," Voluntary Action Leadership, Fall, 1981, p. 33.

<sup>15</sup>George Gallup, Jr., "Volunteerism, America's Best Hope for the Future," Voluntary Action Leadership, Fall, 1980, p. 27.

<sup>16</sup>Heitmuller, op. cit., Survey #156.

<sup>17</sup>Ibid., Survey #27.

<sup>18</sup>Ibid., Survey #262.

<sup>19</sup>Ibid., Survey #6A.

<sup>20</sup>Ibid., Survey #320.

<sup>21</sup>Ibid., Survey #361.

<sup>22</sup>Kerry Kenn Allen, "Volunteering in America: A Status Report 1981-82," Voluntary Action Leadership, Winter, 1982, p. 20.

<sup>23</sup>Lake, op. cit., pp. 32-33.

Ed. Note: On June 7, 1984 the participants at the 1984 PA Symposium on Volunteerism and Education did indeed vote to form the Pennsylvania Association for Volunteerism (PAV). A slate of officers was elected following approval of a set of By-laws. By the end of the Symposium, dues had been collected from the first "Charter Members" and plans made for a series of regional conferences around the State. Congratulations to all concerned!

## PA VOLUNTEER MANAGERS SURVEY 1983:

### RESULTS

1. What is your age?
  - a. 18-25 (15)
  - b. 26-35 (112)
  - c. 36-45 (86)
  - d. 46-55 (86)
  - e. 56-65 (54)
  - f. 66-75 (8)
  - g. over 75 (0)
2. What is your sex? a. Male (70) b. Female (295)
3. What is your title? 185 are Directors; 95 are Volunteer Coordinators; 25 are Department Heads
4. What is the highest formal education you have completed?
  - a. High School (15)
  - b. Associate Degree (40)
  - c. Bachelors Degree (178)
  - d. Masters Degree (84)
  - e. Doctorate (8)
5. Is being a Volunteer Coordinator a first career for you? a. Yes (207)  
b. No (148)
  - A. If Yes, what was your first career?
    1. teachers (42)
    2. social workers (16)
    3. administrators (11)



DETAILED RESULTS TO QUESTION 5, PA VOLUNTEER MANAGERS  
SURVEY 1983

5. (A.) What was your first career?

teacher (42)  
social worker (16)  
administrator (11)  
secretary (9)  
manager (9)  
registered nurse (9)  
homemaker (8)  
activities director/coordinator (6)  
public relations (6)  
therapeutic recreation (6)  
director of social services (5)  
counselor (5)  
librarian (4)  
minister (4)  
medical technologist (3)  
therapist (3)  
executive director (3)  
chemist (2)  
university/college professor (2)  
military (2)  
program director (2)  
medical assistant (2)  
interior designer (2)  
administrative assistant (2)  
gerontologist  
market researcher  
politics  
worked for YMCA  
hostess  
historian  
worked with retarded children  
advertising  
employment agent  
meteorologist  
home economist  
developmental psychologist  
human resource specialist  
dental assistant  
insurance business  
probation officer  
bookkeeper  
research biologist  
communications  
pardons case specialist  
Boy Scout executive  
office worker

physical therapist  
National Hospice organization  
accountant  
artist  
tax consultant  
family therapist  
community administration  
pre-med student  
commercial display  
service rep. phone co.  
paralegal worker  
rehab education  
elementary school principal  
editor, internal communications  
student affairs

This is my THIRD CAREER:

teacher/newspaper editor  
teacher/hospital counselor  
teacher/counselor  
teacher/director social services  
research analyst/teacher  
museum registrar/teacher  
secretary/manager  
executive secretary/  
estate mgr. assist.  
social worker/librarian  
book reviewer/group theatre  
sales  
minister/probation officer  
bookkeeper/office manager  
director Red Cross/director stu-  
dent union  
juvenile counselor/law enforce-  
ment

6. What is the TOTAL number of volunteers serving your agency, organization or institution?  
a. 50-100 (117) b. 100-250 (81) c. 250-500 (75) d. 500-1,000 (40)  
e. 1,000 or more (34)

7. How many volunteers are serving in your individual PROGRAM?  
a. 25-50 (94) b. 50-100 (81) c. 100-200 (62) d. 200-500 (67) e. 500-1,000 (19) f. 1,000 or more (12)

8. What services does your agency, organization or institution provide?

<u>31</u> a. public safety	<u>149</u> h. recreation
<u>207</u> b. health	<u>179</u> i. counseling
<u>107</u> c. emergencies	<u>85</u> j. religion
<u>236</u> d. social services	<u>152</u> k. rehabilitation
<u>74</u> e. cultural	<u>33</u> l. economic development
<u>25</u> f. government & politics	<u>106</u> m. advocacy
<u>192</u> g. education	<u>82</u> n. other

9. In what sector is your agency, organization or institution?  
a. non-profit (283) b. for profit (23) c. government (59)

10. What is the main source of income for your agency, organization or institution?

<u>51</u> a. private donations	<u>42</u> g. local government
<u>26</u> b. community solicitations	<u>12</u> h. foundations/grants
<u>21</u> c. Church/religious groups	<u>23</u> i. profits
<u>18</u> d. membership dues	<u>5</u> j. investments
<u>69</u> e. federal government	<u>78</u> k. 3rd party payments
<u>64</u> f. state government	<u>31</u> l. other

\*11. Is your agency, organization or institution a part, chapter or division of a national organization? a. Yes (150) b. No (210)

A. If YES, please state the name of the National Organization here:

1. American Hospital Association (12) 2. ACTION (12) 3. RSVP & American Red Cross (7 each)

12. What is the population of the community your volunteers serve?  
a. 25,000 or less (92) b. 50,000-100,000 (80) c. 100,000-200,000 (45)  
d. 200,000-300,000 (34) e. 300,000-500,000 (24) f. 500,000 or more (60)

13. Is the population you serve primarily:  
a. urban (73) b. suburban (76) c. rural (51) d. mixed (164)

14. What sector of the population do your volunteers mainly serve?

- |                                     |                                       |
|-------------------------------------|---------------------------------------|
| <u>87</u> a. aged                   | <u>35</u> f. accident/illness/victims |
| <u>48</u> b. children & youth       | <u>21</u> g. low-income persons       |
| <u>68</u> c. general public         | <u>9</u> h. unemployed/under-employed |
| <u>21</u> d. physically handicapped | <u>87</u> i. mixed population         |
| <u>41</u> e. mentally handicapped   |                                       |

15. How do you spend the largest percentage of your time as a volunteer coordinator?

- |  |                                 |
|--|---------------------------------|
| <u>33</u> a. recruitment                   | <u>32</u> f. problem-solving    |
| <u>16</u> b. retention                     | <u>20</u> g. training           |
| <u>4</u> c. recognition                    | <u>51</u> h. supervision        |
| <u>28</u> d. interviewing/placement        | <u>206</u> i. equal time on all |
| <u>25</u> e. staff/volunteer relationships |                                 |

16. What would you say the most critical problem area in volunteer-staffed programs and services is for your geographical area and organization?

- |                                     |  |
|-------------------------------------|--|
| <u>51</u> a. lack of funding        | <u>88</u> e. increased demand for services   |
| <u>94</u> b. shortage of volunteers | <u>47</u> f. staff/volunteer relationships   |
| <u>16</u> c. staff cutbacks/layoffs | <u>44</u> g. community cooperation/awareness |
| <u>8</u> d. advocacy needs          | <u>18</u> h. volunteer program networking    |

17. What is your annual salary?

- |                                    |                               |
|------------------------------------|-------------------------------|
| <u>24</u> a. no salary - volunteer | <u>43</u> d. 5,000 - 10,000   |
| <u>6</u> b. under \$1,000          | <u>177</u> e. 10,000 - 20,000 |
| <u>21</u> c. 1,000 - 5,000         | <u>89</u> f. over \$20,000    |

18. Are you employed:

- a. part-time (60) b. full-time (297) c. self-employed (2) d. unemployed (4) e. currently laid off (0) f. employed, but looking for another job (2)

19. Please check the areas of training you have taken in volunteer management:

- |   |   |
|---|---|
| <u>241</u> a. recruitment & retention       | <u>118</u> h. committee & board work      |
| <u>211</u> b. interviewing/placement        | <u>184</u> i. evaluation & record keeping |
| <u>163</u> c. recognition                   | <u>153</u> j. group dynamics              |
| <u>218</u> d. training & supervision        | <u>194</u> k. effective listening         |
| <u>259</u> e. staff/volunteer relationships | <u>167</u> l. public relations/marketing  |
| <u>77</u> f. grantsmanship                  | <u>41</u> m. volunteer coord. certified   |
| <u>173</u> g. time management               | <u>54</u> n. other                        |

20. Does your agency, organization or institution provide educational funding for you?  
 a. Yes (243) b. No (108)
- \*21. In what county do you work? 56 of the 67 counties in PA were represented  
 1. Philadelphia(53) 2. Lancaster(24) 3. Delaware(21) 4. Montgomery(20)
22. To what professional organizations do you belong?  
185 a. local volunteer coordinator group  
90 b. inter-agency professional group  
142 c. state-wide professional group  
75 d. National Association for Volunteer Administration  
134 e. other national professional organizations
23. What would you consider the most important function?  
74 a. professional development  
144 b. networking/communication  
141 c. information exchange  
36 d. political action  
32 e. advocacy  
10 f. other  
 (20 No Answer)

\* Detailed results not given in total, only top three responses

Energize  
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