

ABSTRACT

A heightened interest and commitment from the White House in encouraging citizen volunteerism and service is likely to lead to an increase in the number of volunteers in government agencies. This article begins with an overview of both volunteer administration and public personnel administration. The overview suggests that public personnel administrators may be able to utilize skills from the field of volunteer administration in the areas of recruitment, selection, motivation, and training and development. Techniques used by volunteer administrators can be utilized by public personnel administrators to promote and enhance volunteerism in the public sector.

Volunteer Administration: Useful Techniques for the Public Sector

Michele L. Ross and Jeffrey L. Brudney

As President, I want to promote ... basic values ... And that is why we have opened the Office of National Service, which is leading our administration's national service movement. This office will encourage partnerships between all levels of government, private enterprise, and the voluntary organizations ... and it will enlist new volunteers in community-based efforts to combat urgent social problems. (Remarks made April 11, 1989 by former President George Bush on the Points of Light movement.)

We have succeeded in over 200 years in forming a more perfect union ... but we have succeeded mostly because, in the gaps between what is done by government and what is done by the private economy, citizens have found ways to step forward and move our country forward, and lift our people up. Citizen service is the story of our more perfect union. We cherish

our citizen volunteers. (Remarks made April 28, 1997 by President Bill Clinton at the Presidents' Summit for America's Future held in Philadelphia, Pennsylvania.)

The heightened interest and commitment from the White House in stimulating voluntary community service in solving serious social problems focuses a direct spotlight on the field of volunteer administration. In 1989, President George Bush initiated a national strategy to increase the scale of voluntary service by establishing the Office of National Service. Bush also started a Daily Point of Light program that honored persons or groups engaged in direct and meaningful voluntary service in their local communities. With the April 1997 Presidents' Summit for America's Future in Philadelphia, President Bill Clinton sparked a renewal in recognizing the importance of volunteers in the United States. Effective strategies used by volunteer administrators can enhance the

Michele L. Ross is a doctoral candidate in public administration at the University of Georgia. Her research interests include volunteerism and non-profit administration. She has worked with volunteers in a variety of non-profit institutions, including community hospitals and professional associations. Her dissertation research focuses on benchmark and impact measures of performance in volunteer centers. Jeffrey L. Brudney is professor of political science and director of the Doctor of Public Administration Program at the University of Georgia. He is the author of *Fostering Volunteer Programs in the Public Sector: Planning, Initiating, and Managing Voluntary Activities* (Jossey-Bass, 1990) for which he won the John Grenzebach Award for Outstanding Research in Philanthropy for Education in 1991. He has published journal articles and book chapters in the areas of public administration and the voluntary, non-profit sector, and is the co-author (with Kenneth J. Meier) of *Applied Statistics for Public Administration* (Harcourt Brace, 1997). In 1994, he was selected as a Fulbright Fellow to Canada in the Voluntary Sector Management Program at York University (Toronto), the leading center in the country for study and practice in the non-profit sector. He serves on the editorial boards of several journals including *The Journal of Volunteer Administration*, *Nonprofit Management and Leadership*, and *Nonprofit and Voluntary Sector Quarterly*.

knowledge of public personnel administrators in adjusting to the demands of working with citizen volunteers.

Public personnel administrators and volunteer administrators face similar problems and issues in how to utilize staff effectively. The major difference that arises between the two fields is that public personnel managers most often work with paid employees, while volunteer administrators deal with unpaid citizens. However, with increasing emphasis on citizen participation and service, public personnel administrators need to be able to utilize skills from the field of volunteer administration to embrace a larger workforce of paid and unpaid staff. Public administrators and personnel specialists need to learn more about the involvement of volunteers in service delivery. "The evidence available suggests that volunteers assist large numbers of government offices at all levels, and that this practice is increasing" (Brudney, 1990).

This article suggests a closer examination is needed in the areas of recruitment, selection, training and development, and motivation, and that consideration should be given to the applicability of techniques of volunteer administration to public personnel administration. The involvement of volunteers in public agencies has implications for the future as agencies increasingly turn to citizens in service delivery.

VOLUNTEER ADMINISTRATION: AN OVERVIEW

Non-profit organizations are often characterized as philanthropic, charitable, or "public benefit" organizations. As O'Neill (1989) states, "They are private organizations serving a public purpose." In 1995, an estimated 93 million Americans volunteered an average of four hours per week at various non-profit organizations, the equivalent of slightly more than 7 million full-time employees (Hodgkinson and Weitzman, 1996).

An effective volunteer program enhances the capabilities of an organization by sustaining constructive participa-

tion. The primary goals of volunteer programs are to (1) improve agency operations, (2) exert a positive effect on the environment, and (3) better the circumstances of agency clients (Brudney, 1996). Volunteer administration is the profession concerned with "the study and practice of integrating volunteers effectively and ethically into an organization to enhance performance and results." The essential components of volunteer administration encompass the design, implementation, management, and evaluation of the volunteer program. As such, the volunteer program is a vehicle for facilitating and coordinating the work efforts of volunteers and paid staff toward the achievement of organizational goals (Brudney, 1994). Volunteer program functions include:

- Establishing the rationale for volunteer participation.
- Involving paid staff in volunteer program design.
- Integrating the volunteer program into the organization.
- Creating positions of program leadership and direct service.
- Preparing job descriptions for volunteer positions.
- Meeting the needs of volunteers by placing them in productive and satisfying jobs.
- Managing volunteers.
- Evaluating and recognizing the volunteer effort.

The foundation for a successful volunteer program rests on the agency's strategic consideration of the rationale for citizen involvement and the development of policies and procedures to guide this effort. As Graff (1995) points out, "The greater the degree of responsibility of volunteer work itself, the greater the need for rules to govern and regulate its accomplishment; the greater the need for guidelines to ensure safety, the greater the need for policies."

An explicit statement of goals can be

used to define the types of volunteer positions that will be needed; position descriptions can be used to assist in the evaluation of the volunteers. Planning meetings with paid staff can be used not only to alleviate fears that volunteers could displace them, but also to develop policies and guidelines that address various aspects of volunteer involvement including attendance, absenteeism, performance review, benefits, confidentiality requirements, grievance procedures, expense reimbursement, probationary period, suspension and termination, and record-keeping. To demonstrate that the non-profit or public agency takes volunteer participation seriously, these policies and guidelines should be comparable to those for paid employees (McCurley and Lynch, 1996).

Several structural arrangements for integrating volunteers are found in public and non-profit organizations: ad-hoc volunteer efforts, a decentralized approach, and a centralized approach.

An example of ad-hoc volunteerism is the responsiveness of citizens to an emergency situation. In the instance of a hurricane catastrophe, volunteers provide food and respond to the clean-up effort. The decentralized approach allows individual departments to recruit and supervise volunteers in their particular units. The primary advantage of the decentralized approach is greater flexibility to tailor volunteer programs to the needs of specific departments in the agency. Finally, the centralized approach requires a recognized leader—a paid director or administrator of volunteer services. With a paid administrator, a powerful message is sent throughout the organization regarding the significance and value placed on having volunteers in the organization and gives recognition to the specific set of skills the volunteer administrator brings to the job (Brudney, 1996). An additional model is to rely on an external organization for recruitment or referral with the non-profit or public agency retaining management responsibility. Some organi-

zations have contracted for this service with volunteer centers (Haran, Kenney, and Vermillion, 1993).

PUBLIC PERSONNEL

ADMINISTRATION: AN OVERVIEW

Public personnel administration incorporates the policies and techniques used to manage the 17.2 million Americans employed by one level of government or another (Tompkins, 1995). According to Klingner and Nalbandian (1993), there are four fundamental public personnel management functions designated by the acronym PADS: Planning, Acquisition, Development, and Sanction.

Planning includes activities such as budget and human resource planning, employee task division, deciding how much jobs are worth, and position management. *Acquisition* includes recruitment and selection of employees. *Development* entails orienting, training, motivating, and evaluating employees to increase their knowledge, skills, and abilities. *Sanction* encompasses establishing and maintaining expectations and obligations that employees and the employer have toward one another. These four personnel management functions are incorporated in diverse personnel systems.

There are several personnel systems, all of which have varied policies, rules, regulations, and practices: political systems, civil service systems, collective bargaining, and affirmative action systems (Klingner and Nalbandian, 1993). Because civil service systems predominate in the public sector, they are examined more closely below.

Civil service systems are designed with two objectives: the enhancement of administrative efficiency and the maintenance of employee rights. These two objectives are believed to best maintain an efficient and professional public service (Klingner and Nalbandian, 1993). Civil service systems arose from growing public outrage over the abuse of the political patronage system utilized by President Andrew Jackson after his election in 1828,

and were developed on principles of merit and political neutrality. Based on the Pendleton Act of 1883, "Position classification became the cornerstone of public personnel management" (Klingner and Nalbandian, 1993). Position classification offers a uniform basis for grouping jobs by occupational type and skill level, and an equitable and logical pay plan based on the knowledge, skills, and abilities needed to perform the job. Classification further clarifies career ladders and aids in the recruitment, selection, training and assessment processes through its specification of duties and qualifications for each position.

The role of the public personnel specialist parallels some of the activities of the director of volunteer services. Individuals occupying these positions focus on effective utilization of their human resources. However, productive involvement of volunteers capitalizes on different techniques than those used with paid employees.

ROLE OF THE PUBLIC PERSONNEL SPECIALIST

Public personnel management is a set of functions aimed at managing human resources in public organizations. In a civil service system, the personnel director usually functions as administrative support to the other departmental managers in the agency. The personnel specialist gives input on such matters as incentive systems, job design, productivity measurement, and employee attitude assessment, along with formulating operational plans (Nigro and Nigro, 1994). Traditional public personnel management requires that personnel directors know the laws and regulations that control practices within a particular system, as well as the techniques used to perform personnel functions within that system. The basic skills required for public personnel managers are (Klingner and Nalbandian, 1993):

- Knowledge of civil service rules and

regulations.

- Being able to develop and administer examinations.
- Writing job descriptions.
- Administering pay and benefit programs.
- Processing personnel actions.

Even though parallels exist in the roles of public personnel specialists and directors of volunteer services, knowledge of how volunteer administrators attract and retain volunteers would benefit personnel specialists as volunteers begin to play a larger role in government agencies.

ROLE OF THE DIRECTOR OF VOLUNTEER SERVICES

Why do people volunteer? There are several reasons, among them a sense of self-satisfaction, altruism, meeting people, developing professional contacts, learning about a field, receiving training, gaining experience, providing entry into a particular organization (Wolf, 1990). The donation of volunteer time and talent can enormously affect the efficiency and effectiveness of a public or non-profit organization. However, considerable planning and preparation is needed to sustain the effective participation of volunteers. This task falls to the director of volunteer services who has many duties and bears overall responsibility for the volunteer program. This position is the contact point for those both inside and outside the organization. Major responsibilities of the director of volunteer services include (Brudney, 1996; Wolf, 1990):

- Recruitment and publicity.
- Writing formal job descriptions.
- Applicant interviewing and screening for volunteer positions.
- Determining where volunteers can be utilized most effectively.
- Volunteer orientation and training (including establishing and updating written policies on volunteer procedures).
- Monitoring, evaluating, and recognizing

ing volunteer performance.

- Assisting employees with supervision.
- Organizing recognition events.
- Acting as an advocate for volunteer needs and interests.
- Training staff to work with volunteers.
- Responding to problems, mediating conflicts among volunteers, and handling terminations of volunteers.

Of these duties, an essential building block of a successful volunteer program is the job description. Job descriptions allow for work allocations that reflect the needs of the organization and its employees. Job descriptions should include job title and purpose, responsibilities and activities, qualifications and time commitment, reporting relationships and supervision, and benefits and obligations. The director of volunteer services uses the job descriptions as a basis for recruitment, screening and interviewing applicants, and placement (Brudney, 1996; Fisher and Cole, 1993; McCurley and Lynch, 1996).

Attracting citizens to volunteer and sustaining their interest are among the most challenging responsibilities of the volunteer administrator. Various strategies can be employed to ensure that job designs focus on meeting the needs of volunteers. Once recruited, effective management of volunteers depends on applying different techniques and incentives than are commonly used with paid employees. The "managerial investment in building trust, cooperation, teamwork, challenge, growth, achievement, values, excitement, commitment, and empowerment" (Brudney, 1996) may be more widely practiced in volunteer than public sector settings. Evaluation and recognition of volunteers requires the active use of techniques to ensure the needs and expectations of both the volunteer and the agency have been met and appreciated.

RECRUITMENT

Public personnel managers are directly involved with the recruitment of employees who occupy civil service positions in

local, state, and federal agencies. As Nigro and Nigro (1994) state, "a major task confronting the public sector today is to develop recruitment and selection techniques and processes that not only conform to the merit principle and the standard of equal employment opportunity but actively support the overall effort to build and sustain the human resources base of an effective public service."

Matching the motivational needs of people to appropriate jobs lends itself to both motivation and performance improvement. Frederick Herzberg developed a series of motivators that he called satisfiers from a survey conducted on accountants and engineers. Among the motivators are employee recognition, delegation of responsibility to employees, progressive responsibility, opportunities for advancement. Dissatisfiers, or hygiene factors, related to company policies, salary, supervision, and technical aspects of employment (Wilson, 1976). Keeping Frederick Herzberg's Motivation-Hygiene theory in mind, both directors of volunteer services and public personnel managers should look at the factors that motivate people: achievement, recognition of accomplishment, challenging work, increased responsibility, and growth and development. If volunteers do not receive satisfaction in the work they do, they are less likely to stay.

One of the primary functions of a director of volunteer services is the search for individuals who possess the desire and ability to get the job done. A successful volunteer recruitment process: (1) defines the target group of potential volunteers, (2) uses appropriate professional media and word of mouth to solicit volunteers, and (3) has procedures for screening, selecting, and training the volunteer (Bradley, et al., 1990). Understanding why people volunteer—the motivation involved—should be the focus of the recruitment effort, based on a well-developed volunteer program plan and job description(s).

In the area of recruitment of volunteers

to public sector agencies, Brudney (1990) recommends various strategies:

- Fostering a culture of commitment within public organizations—a shared set of values, a clear sense of agency mission, an action orientation, and frequent interaction with clients—to improve attracting and keeping volunteers.
- The creation of jobs that offer opportunities for enjoyment or challenge, interesting or meaningful work, personal growth, and/or social interaction prove to be an effective recruitment strategy for government organizations.
- Government agencies can offer inducements that augment the value to individuals of donating time since volunteers are not compensated monetarily for their labor. Low-cost incentives include self-development aspects of volunteering, orientation and training, documentation of volunteer work experience, and providing references.
- Volunteers can be conceived as potential recruiters: Organizations will succeed in attracting and retaining new members to the degree that government volunteer services give participants a sense of meaning or fulfillment so they tell others about their experience.
- Public agencies should forge closer ties with private organizations that promote or sponsor employee volunteerism and participate in partnership agreements with voluntary action centers and private, non-profit organizations.
- Target other volunteer sources, for example, those with disabilities, unemployed people, and people from minority populations to bring a diversity of useful perspectives and insights to government agencies.

These strategies have proven effective in non-profit organizations in recruiting volunteers to assist in the delivery of services. These same strategies, when used by public personnel specialists or public

administrators, can increasingly attract volunteers to public agencies. Recruitment of volunteers by public personnel administrators is not just posting a job announcement. A motivational appeal to citizens, along with a sense of recognition as to the importance of volunteers, can yield greater citizen involvement in government agencies.

SELECTION

Screening and interviewing potential volunteers are critical tasks of the director of volunteer services. Important skills here are the ability to ask appropriate questions and the art of listening (Wilson, 1976). Different kinds of interviews and the purpose of the interview help to determine the appropriate format and amount of time required. Specific interviewing techniques are not addressed in this article, but questions that assess a person's attitude, values, ability to relate to others, emotional stability, and motivation for volunteering should be formulated.

Screening volunteers permits placement for suitability and safety, and reduces problem or inappropriate assignments based on minimum qualification requirements. Good interviewing and selection skills determine the effective match between volunteers and positions in an organization. A number of civil rights, affirmative action, and privacy requirements of state and Federal laws can have an impact on the screening and interviewing of volunteer applicants. It is important that the director of volunteer services consider specific requirements of the volunteer position. Effective interviewing leads to productive placement, which ensures that volunteers are selected to have meaningful involvement in the organization.

For the public personnel administrator, selection is at the core of merit systems. As Nigro and Nigro (1994) state, "Merit systems universally emphasize both the value of neutral competence [removing political party considerations] and objec-

tive selection procedures designed and controlled by personnel specialists." Traditional selection procedures attempt to measure a candidate's ability to perform a job satisfactorily by using tests or measurements of capacity. According to Nigro and Nigro (1994), tests applied by public organizations usually involve the following components: minimum qualification requirements; evaluation of training and experience; written tests; performance tests; oral examinations; and background investigations.

Imposing minimum qualifications for a position screens out applicants unlikely to have the background or skills necessary to carry out the associated duties. Evaluations of training and experience are often used in combination with written or oral examinations (interviews) to assess the applicant's skills, knowledge, and abilities. Performance tests are used to give a direct measure of how candidates perform on a series of job elements. Background investigations consist mainly of reference checks (Nigro and Nigro, 1994). As Klingner and Nalbandian (1993) conclude, "The goal of most public employers is to hire and promote those with the best knowledge, skills, and abilities to perform the job ... ultimately there must be workable recruitment, selection, and promotion procedures that permit routine, cost-effective application and promise fair treatment for applicants."

It is not easy for public agencies to locate and attract volunteer citizens with appropriate backgrounds and aspirations to fill designated needs. The careful matching of citizens with positions improves not only volunteer motivation but also organizational performance (Wilson, 1976). Public personnel specialists must do more than just administer an examination or complete a background check on a volunteer—the personal interview is part of the screening process to assess the basic fit of prospective volunteers to jobs designated for them in an agency (Brudney, 1990; Patterson, 1994). Bradner (1995) suggests that prospective

volunteers' interviews consist of open-ended questions, assessment of volunteers' reaction to agency policies, and exploration of volunteers' special needs (for example, parking, transportation, disability accommodations).

It must be remembered that the first responsibility of a public agency is to its clients, and accordingly, careful selection of volunteers is imperative. Selection of volunteers in all agencies, whether public or non-profit, should be made with due care and deliberation.

MOTIVATION

Volunteer motivation has received widespread empirical and theoretical attention. As Pearce states, "Updated lists of 'reasons for volunteering' are compiled, and ever more erudite arguments for or against the importance of altruism in volunteering are developed" (1993). Pearce (1993) categorizes volunteers into four groups according to their socioeconomic status, interpersonal networks, demographic characteristics, and personality traits. People with higher income, educational level, occupational status, and material wealth are more likely to volunteer. Substantial evidence indicates that those who come into contact with volunteers are more likely to volunteer, and that most volunteers are recruited by their friends, relatives, or associates (Pearce, 1993). Studies have also shown that whites are more likely to volunteer than blacks, and women are more likely to be volunteers than men.

Unlike employees who are paid, volunteers' motives cannot easily be reduced to one simple assumption. The rewards of volunteering are an enduring topic of speculation. Pearce (1993) summarizes the reasons for volunteering: "First, individuals volunteer to satisfy a wide diversity of personal needs ... However, three attractions of volunteering appear across divergent studies—volunteering to serve, for social contact, and to promote the goals of the particular organization."

To retain volunteers, motivation and

recognition are vital. Recognition of volunteers is a motivational device that helps hold volunteers' interest and encourages them to return. Recognition can be formal (certificates, pins, plaques, banquets or ceremonies), or informal (praise, including volunteers in staff meetings and planning sessions, and expressions of thanks). Volunteers who feel a sense of belonging and accomplishment will be more motivated to continue (Bradley et al., 1990).

Techniques used to motivate paid employees in the public sector such as seniority, salary increases, upgrades in rank, and job protections are not applicable to volunteers who do not work for monetary compensation. In a study that examined job attitude and motivation differences between volunteers and employees in a matched sample of organizations, Pearce (1993) confirmed that volunteers had greater social and service motivations. As Brudney (1990) points out, government personnel systems do not typically accord high priority to such motivations. Thus, public personnel administrators will have to adjust to citizen volunteers for whom monetary and security incentives are not salient. Public personnel administrators need to consider activities that volunteers can usefully perform for the organization in light of the motivation that draws them to donate time to public service.

TRAINING AND DEVELOPMENT

The vitality of any organization is determined by the level of training offered—not only to volunteers, but also to paid staff. In public and private non-profit organizations, training is given to volunteers and paid staff so they may perform well and feel comfortable in their assigned duties. Another term used by behavioral scientists for training is human resource development defined as, "Focusing on the broad developmental process of people as resources to themselves, groups, organizations, communities, and larger cultures ... it is by no means a luxury; it is the key to unlock cre-

ative helping and problem-solving processes that can move a changing society forward" (Wilson, 1976). Personnel training has two functions: it establishes a minimum level of competency, and it is a benefit of being a part of the organization (Macduff, 1994). Training sends a message, especially to volunteers, that there are standards they are expected to meet in order to fulfill organizational goals.

Three central tenets constitute the foundation of training for adults: conducting needs assessments, writing training plans, and evaluating the training. The first step in planning training is to understand the training requirements of volunteers through a needs assessment. Macduff (1994) incorporates six elements in written lesson plans for volunteers: the purpose; the learning objective; the time allotted for specific activities; a detailed explanation of the designed activities; the techniques used to evaluate learner performance; and the resources needed to carry out the training activities. Evaluating learner performance should include both formative and summative evaluation techniques. Formative evaluations are done during the training to allow for corrections, and summative evaluations are done after the training to determine whether the objectives were achieved.

Trainers cannot make volunteers learn. Macduff (1994) points out that "the teacher is not so much a purveyor of knowledge ... but rather a facilitator, an encourager of another's finding the knowledge for himself." In other words, the person who is responsible for training, whether it is the director of volunteer services or someone designated specifically for training and development, needs to be more than a person who just relates facts. Training should be an ongoing activity for non-profit organizations. The best training creates a team of staff and volunteers who use adult education principles as a guide to conduct needs assessments, determine training needs, organize training activities, evaluate learner perfor-

mance, and arrange for appropriate resources.

Public organizations rely on the knowledge, skills, and abilities of their employees to produce goods and services efficiently, effectively, and responsively. Thus, organizations must continually renew their human resources—their employees—by training, education and staff development. Training is not a new personnel function, yet it has often been taken for granted by public agencies. When revenue falls or when budgets are cut, funding for training normally decreases. The bulk of funding for training, education and staff development goes into short-term training activities designed to improve performance in an employee's current job (Klingner and Nalbandian, 1993). Agencies need to foster an organizational culture committed to educational opportunities for continuous learning for both paid and volunteer staff.

Public personnel administrators need to determine when training is appropriate. Training needs should be assessed in three ways: (1) a general overall need in which there is required training for all persons in a certain job classification regardless of job performance; (2) observable performance discrepancies in which, for example, low ratings on performance are noted; and (3) anticipation of future human resources needs, for example, when new technology is to be introduced or when the mission or strategy of the agency changes (Tompkins, 1995).

Training should demonstrate an impact on the performance of the employee and volunteer. To assess this impact, evaluation of the effectiveness of training should be conducted. Training must be an appropriate solution to an organizational problem, that is, it must be aimed at correcting a skill or information deficiency. Klingner and Nalbandian (1993) assert that a more customer-oriented, competitive and efficient government in the future will need to be based on "continuous learning and improvement." As such, training of all

staff, both paid and unpaid, to meet technological advancements and increase job performance and efficiency and an organizational willingness to make long-term investments in all workers will play an important role in the effectiveness of public agencies.

It is imperative to conduct training and development in public agencies for both citizen volunteers and paid employees. Employees and volunteers should learn to work effectively, cooperatively, and supportively with each other. Training sessions for paid staff should demonstrate to them the benefits of working with volunteers, resulting in relief from some tasks and better service to clients. Orientation and training for volunteers should communicate the mission of the agency and its importance. Officials should take care to explain to volunteers the public authority underlying organizational goals, the need for accountability in using that authority with discretion, and the connection between documented results and budgetary allocations made to the agency (Brudney, 1990).

PUBLIC AGENCIES AND VOLUNTEERISM

The encouragement of volunteerism by recent presidential administrations expresses the need for greater involvement of citizens in the delivery of public services. A 1988 survey of cities and counties conducted by the International City Management Association (ICMA) documented high levels of volunteer involvement in cultural and arts programs, museum operations, recreation services, programs for the elderly, fire prevention and fire fighting, emergency medical services, and ambulance services. A 1996 survey conducted by the National Association of Counties' (NACo) Volunteerism Project, highlighted in the winter 1997 issue of *The Journal of Volunteer Administration*, showed that volunteer programs play an increasingly important role in county government. The NACo survey suggested a substantial increase in volunteer pro-

grams in various service areas. Other research substantiates that volunteers are found not only in local governments, but also in state and Federal programs and agencies.

The primary catalyst to increased governmental interest in volunteer involvement is an erosion of available funds and revenue restrictions and the increased demands of the public for government services (Brudney, 1995). Gains in performance that volunteers offer include: broader extension of services, more efficient allocation of organizational resources, and potential cost savings. Brudney (1990) asserts that, "As a relatively inexpensive form of labor, volunteers offer governments the potential to maintain or even enhance the amount and quality of services with a minimal investment of public resources." Substantiating these claims, Bradley et al. (1990) found that utilizing volunteers in county government enhances the services and the image of elected officials by promoting citizen participation and democracy.

Although volunteerism has become widespread, volunteers are often "poorly recruited, underutilized, and may actually be resented by paid staff who fear for their jobs and jurisdictions" (Koteen, 1989). Public personnel administrators need to do a better job recruiting, selecting, motivating, and training volunteers.

CONCLUSION

Increasing commitment to the promotion of citizen service, as exemplified by the Presidents' Summit for America's Future held in Philadelphia in April 1997, is likely to bring more volunteers to government. The techniques used by professionals in the field of volunteer administration are those public personnel administrators need to know better in order to utilize citizen participation effectively in this era of downsizing and reinvention. The techniques used by volunteer administrators can be utilized by public personnel specialists to increase effective citizen volunteer involvement in public organi-

zations. Successful volunteer programming in public agencies (as elsewhere) rests on the premise that agency leadership lends its approval and support to the utilization of volunteers. Public administrators should accept the involvement of volunteers and adjust to the demands of working with citizens. Hence, effective management strategies need to be employed that promote and enhance volunteerism in the public sector.

Public personnel administrators have much to learn from volunteer administrators in the four areas of recruitment, selection, motivation, and training and development. Given the rise of volunteers in government and the increase in public, non-profit partnerships, public personnel administrators and their agencies can benefit from increasing their knowledge of volunteer involvement and administration.

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