

# Voluntary Action Leadership

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SPRING/SUMMER 1987

## H.R.

# 911

**THE VOLUNTEER PROTECTION ACT OF 1987**



# As I See It

## Checkbook Altruism

By Jerry Adler

**O**n my way to spend a winter night succoring the homeless of Brooklyn, I took along a toothbrush and a novel, but I left my wallet safely in my desk at the office. When it came time to pack a bathrobe—like most men of my class and station in life, I have several—my unerring instinct for cheap irony led me to choose one with the name of the company I work for stitched across the breast. The robe was a gift from the Cerromar Beach Hotel in Puerto Rico, where my company sent me for a three-day conference last spring. Even though I would be spending the night on a cot in a shelter, among people who might otherwise be sleeping in subway stations, I didn't want to forget my origins.

And I took, of course, that essential middle-class baggage, my worries. I was flying to Florida the next week, and I was worried that my airline might be struck. For the third time in as many months, my videocassette recorder needed fixing, and that meant going three miles in the wrong direction by taxicab on my way to work the next morning. And I was worried that I wasn't going to care for homeless cooking.

We don't, of course, do enough for the poor. This is axiomatic. If we did, we would be poor ourselves. We don't even know the poor, not even I, who live in a brownstone house in Brooklyn and could go on an American Express commercial as the only person on my block with a credit card. If a volcano ever erupts, entombing my neighborhood in ash, archaeologists will reconstruct the social and economic alignment of this vanished civilization from the billboards: on Seventh Avenue, the shopping street farthest up the hill, the faces on the signs are white; on Sixth Avenue, where I live, they are black; on Fifth Avenue the words are in Spanish. The shelter was on Fourth Avenue. Well, I thought, as I stalked resolutely past a group of unsheltered homeless men gathered around a cheerful, choking blaze of auto upholstery and packing crates, I am about to broaden my education.

The shelter was a capacious storefront secured by a thick steel door whose numerous locks kept out something other than drafts. About a third of the area had been partitioned off as sleeping quarters for women and children; the men slept in the open space, and I, as a volunteer worker for the night, had the place of honor with my toes by the door. By day, the shelter served as a soup kitchen for homeless men and women, which meant that families who stayed there overnight had to find somewhere else to go between 8:00 in the morning and 6:00 at night. That seemed a nuisance, all right, but I

didn't really grasp the significance of it until a minute after 6:00 p.m., when a Puerto Rican family came through the door—mother, father and two kids maybe eight and six, who peeled off their coats and ran for the bathrooms as if their shirts were on fire.

Several more times that evening the door was unbarred in order to admit other miscellaneous aggregations of the homeless: a young single man; a woman and her grown son (who had been at the shelter for months and spoke only to each other, in whispers and hisses); a shy, beefy young man in the uniform of a ferociously named security company, heavy with badges and whistles and handcuffs whose obvious function was to make it difficult for him to sit in any position long enough to fall asleep; and, shortly thereafter, his wife, a pale, pudgy, and at the moment badly sniffing child of perhaps twenty-five. The guard's job was to sit from midnight to 8:00 in the morning in a shed at the edge of a construction site and try not to sleep through the sound of someone driving away one of his employer's bulldozers. This, in turn, left him with the whole day to walk the streets until the shelter opened in the evening.

Dinner was being set out. A woman volunteer had baked a meat loaf the size of a pillow and rehydrated an alabaster mountain of mashed potatoes. The guard ate quickly and got into his bed, which he only saw between the end of dinner and about 11:00, when he left for his job. When his wife gave a final nose blow and disappeared into the women's bedroom, I had another brief insight into the lives of the homeless: They don't get to sleep with their spouses.

The idea of doing something for the homeless originated, as far as I am concerned, with the wife of a good friend of mine at a dinner party that I was holding spellbound on the subject of heating costs for a four-story brownstone. This is a woman I admire greatly for the depth of her convictions about what needs to be done in the world. It was her suggestion that those of us burdened with extra rooms uselessly soaking up steam heat could fill them with a homeless family or two for the winter.

The suggestion caught me at a vulnerable moment, because I had just finished adding up my charitable donations in order to take them off my taxes. The total came to a percentage of my income that I don't care to disclose, except to say that it falls short of a tithe by a wide margin, even after giving myself the benefit of the doubt about all those dollar bills I tossed recklessly into the Lucite hoppers of museums. The poor, to put it another way, got considerable less out of me last year than American Express did.

Yet I don't honestly know how this compares with other men in the two- and three-bathrobe bracket, even those who are my close friends. The subject of charity has a peculiar intimacy. Few statistics betray our deepest fears, prejudices, and hopes as accurately as what we choose to do with our money when we give it away, or not, as the case may be. What, for instance, should we make of the fact that I once responded to a fundraising letter from my college with the suggestion that if they couldn't make ends meet at the \$16,000 they currently extort from each undergraduate, they should consider selling off parts of the campus to the Moonies? It is a consistent source of embarrassment for public figures when their tax returns occasionally come to light, and they stand revealed in all their revolting snobbery and cupid-

Continued on page 35

*Jerry Adler is a senior writer at Newsweek. His essay was first published in the July 1986 Esquire's Ethics column and is reprinted here by permission of the author.*



# Voluntary Action Leadership

SPRING/SUMMER 1987

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## PLEASE NOTE: VAL ISSUE DATES WILL CHANGE

Beginning in 1988, the first issue of VAL will be dated SPRING 1988. The WINTER issue then becomes the *last* (rather than first) issue of the year. To help accustom readers to this change, we have begun to make the transition by combining the remaining 1987 issue dates as follows: SPRING/SUMMER (this issue), SUMMER/FALL and FALL/WINTER. This change will *not* eliminate an issue from the quarterly publication cycle. VAL will continue to be published every three months, but the new dating system will reflect more accurately VAL's publication dates.

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# Voluntary Action

# NEWS

## Leaders, Celebrities Speak Out at National Symposium on Volunteering

By Ruth E. Thaler

What do superathlete Joe Theismann, finicky actor Tony Randall, conservative columnist George Will and the Loyal Order of Moose have in common with VOLUNTEER? All share a concern for improving the quality of life through volunteering and participated recently in "Voluntarism in America: Keeping the Commitment," a national symposium sponsored by the Loyal Order of Moose in Washington, D.C.

The conference was part of the Loyal Order's "Century of Commitment" celebration, marking the fraternal organization's 100th anniversary in 1988, and featured a speaker line-up of nationally prominent voluntary leaders, columnists and entertainment stars. Here are some highlights of their remarks:

### Kenn Allen: 'Terrific, More and Hard Work'

"If you were to ask about the state of health of volunteering, its future and how do we get there," VOLUNTEER President Kenn Allen began as member of the panel on "Giving to America: What's Expected, What's Needed," "my answers would be terrific, more and hard work.

*Ruth Thaler is a Washington, D.C.-based freelance writer.*



**Actor Tony Randall, guest speaker, says "volunteering is just something you have to do."**

"More people are volunteering today than ever before, and even more will volunteer in the future. However, there are pressing issues this group must address and how they do it will be through hard work."

### Donna Alvarado: 'Go Home and Get Involved'

In a session on "Promoting the Spirit and Practice of Voluntarism," ACTION Director Donna M. Alvarado urged par-

ticipants to use the information gained from this symposium.

"Go home and get involved in whatever issues are most important to your community," she said. "Get coalitions going, especially in drug abuse efforts with youth, because that's our country's future.

### Rev. William Byron: An Uphill Fight

Discussing changes in attitude toward volunteering today, Rev. William J. Byron, S.J., president of Catholic University, cited a lingering "never volunteer for anything" attitude that pervades our culture.

"We have to overcome it," he said. "Materialism, greed, hardness toward people in need," privatization that "threatens a sense of community" and an imbalance that threatens our society must be corrected.

"We are waging an uphill fight in this materialistic society. It is an education issue—there is no quick fix or easy solution. We are enlisting in a counter-cultural revolution by reawakening the spirit of voluntarism."

Today those involved in volunteering are "trying to reactivate the will to help, to serve" that is the root of the word "volunteer," he said. To activate that capacity, "we must identify the threats [to a community] and define terms. Voluntary organizations will have to advocate cultural values needed to overcome societal problems."

### Tony Randall: 'Government Should Do It All'

Actor Tony Randall, a veteran volun-





**Syndicated columnists James J. Kirkpatrick (left) and Carl T. Rowan present a conservative and liberal viewpoint on voluntarism.**

teer and fundraiser for "every medical organization there is; no one has done more volunteer work than I have," would like to see a day when volunteering is not needed.

"I think it's wrong that people's lives depend on volunteers; I don't think it should be up to volunteers [to raise money for medical research and provided needed services]. I think the government should do it all—but that's a long time away."

Volunteering is "just something you have to do," Randall said. "You do it because you must. If it's in your power to help, then you must do so, at the peril of your soul."

#### **Richard Morrow: Corporate America's Role**

Voluntary organizations are giving America a constant source of new strength, according to Amoco Chairman Richard M. Morrow, who believes "the U.S. has never been so rich in or so much in need of voluntarism as it is today."

"[Corporations] understand that employee voluntarism pays bottom-line profits, he said. "At Amoco we believe it makes good sense to be active in our communities. We have learned that employees who are active in the community bring something of value to the corporation. Employee volunteers gain

valuable skills from serving as volunteers for use on the job. As an added bonus, volunteers acquire problem-solving techniques they never could learn from a textbook."

Today's "return to traditional values of volunteerism is long needed," Morrow said. "Business especially has a vested interest in improving education to develop a skilled, competent workforce for the future," a goal in which volunteering can be effective.

The business community "can do more" to support voluntary efforts, Morrow noted. "We can offer manage-

ment skills, legal talent, loaned executives, data, employee volunteer programs, organizational skills," he said, urging volunteer leaders "to enlist the support of young people" and "use more retired people" to promote volunteering.

#### **C. William Verity: Nothing Provides Greater Satisfaction**

A session on "Bringing the Responsibility of Solving Social Problems Back to the Private Sector" focused on the activities of the Presidential Task Force on Private Sector Initiatives. C. William Verity, retired chairman of the board of Armco, Inc., and original chairman of the task force, noted that volunteering "once again is glorified in all aspects of our lives."

It is "the most basic part of [helping] our fellow man," he said. "We are putting aside the 'me' philosophy and creating a 'we' philosophy. Now we are looking to the family, churches, organizations and institutions in the community," instead of government, to solve problems. People are rediscovering that "nothing provides greater satisfaction than giving to others."

Verity credited the task force with having a positive impact on reducing high school dropout rates, providing jobs for people over age 25, raising teachers' salaries, and encouraging volunteering through community partnerships.

"Volunteers have made an impact on society that is greater than you think," he noted. "We have all the resources in



**Major voluntary organization leaders join panel on "Giving to America." From left, Richard Schubert, American Red Cross president; Vice Admiral Thor Hanson, National Multiple Sclerosis Society president and CEO; Kenn Allen, VOLUNTEER president; and James C. Schwaninger, United Way of America group executive for corporate and government relations.**





**George Will, Washington Post syndicated columnist, talks about "Washington Today: How It Affects All of Us."**

the community that we need to solve problems. The public and private sectors are coming together, usually on one difficult problem. They are solving it and going on to others."

#### **Joe Theismann: Be Specific**

The teamwork that took Joe Theismann's Washington Redskins to the Super Bowl is a factor in volunteering, Theismann said in remarks on "Pride and Teamwork in Voluntarism."

"All the things I have done in my whole life in sports and do in my business are applicable to what is done as volunteers," he said. "We have to be very specific about what we are asking people to do. Now is the time for volunteers to raise funds for organizations, because we are in an affluent era—people want to give. It is time to look at the world of voluntarism as part of the world of business."

The most important part of the volunteer process is to set goals, Theismann noted, particularly written goals. He urged volunteers to take a "positive approach."

"Society wants to know what you are," he said. "Give them something entertaining. You are selling a product. Educate your public, but do it so they have fun [learning from you]."

#### **George Will: Spontaneous Combustion**

The "spontaneous combustion of voluntarism is the best of America," ac-

cording to national newspaper columnist George F. Will, speaking in a session on "Washington Today and How It Affects Us."

"The welfare state is here to stay; the volunteer spirit in America is not in place of the welfare state, but a supplement to it," Will said. "The American people today are more giving of their money and their time; the federal government is and shall remain broke [because] the American people demanded—and got—tax cuts, but will not accept cutbacks in government services."

It will be more and more critical for the private sector to "do things government couldn't do as well as it tried," Will predicted. "The voluntary sector, already very important, clearly more important than government, will become more important than ever [in providing needed services]. We have to look more steadily, thoroughly and resourcefully at voluntary organizations [to fill the gap] . . . Real governance is going on in communities."

## **ADMINISTRATOR'S CORNER**

March 2, 1987

Dear Effie,

You asked me what a typical day was like in my new job as volunteer coordinator at Family Ministry Services. Now that I've been here three weeks, I can tell you that there is no typical day. Each day is different. All my fine, streamlined executive management dreams have settled into ragged, on-the-run problem-solving, reprioritizing and decision-making.

My first day on the job I wore my new "Executive Suit" and shiny, new high heels. I carried my new leather briefcase, which contained my leather planner and appointment book.

My supervisor was in a training session, so a sweet, white-haired volunteer greeted me pleasantly and led me down some steep, dark stairs into a dim corner of the basement where my office looked a bit bigger than a broom closet. It held a desk, a phone, one bookcase and a huge fluorescent light that made you feel you were ready to confess—

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## **DEVELOPING AND MANAGING VOLUNTEER PROGRAMS**

A Guide for Social Service Agencies

**By Stephen Anderson  
and Michael Lauderdale**

This process-oriented book concentrates on the development of programs that involve volunteers in direct service roles with families and individuals in crisis. Chapters—each representing a step in the process of developing a program—examine exactly what benefits volunteers can lend to an agency, explore the range of roles that can serve to expand and reinforce the program of an agency, develop criteria for the selection of clients, and formulate a plan for identifying client referral sources. Also receiving thorough coverage are such topics as: administrative support, critical issues including recruiting and screening volunteers, development of a training program, and supervision of volunteers. '86, \$24.00

**New! CASE MANAGEMENT IN THE HUMAN SERVICES** by **Julius R. Ballew and George Mink**. This book delineates case management services to individuals and families with multiple problems. Needs and resource assessment, accessing external and internal resources, impediments to using resources, and progress evaluation are all examined. '86, \$40.25

**HUMAN SERVICE PLANNING AND EVALUATION FOR HARD TIMES** by **Alan Booth and Douglas Higgins**. Detailed procedures for cutback planning and management, assessing program effectiveness, monitoring client outcomes, program and agency evaluation, and priority establishment are provided in this book. '84, \$26.00

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like in a Mike Hammer movie. The walls were gray with smoke from the wall heater, rain dripped outside, and my new executive planner looked out of place on the scratched, scarred desk-top.

The ringing of the phone startled me, as did the urgency of the voice on the other end. "This is Enid at the desk. The driver of the van just called in sick. He's scheduled to do the pick-up at the food bank by noon. If you don't have some volunteers, you'll have to go." I looked at my shiny planner on the empty desk, then down at my Executive Suit, and gathered up my purse. By the end of the day, I had been lost on two detours in the city, scraped my heels, run my hose, and got mustard from a broken jar all over my suit jacket!

The next day, I asked for an appointment with my supervisor to get some orientation, direction and guidance. "I haven't time to meet with you now because of an emergency in the day care center . . . Two volunteer aides are out with the flu . . . Here are some materials left with me by Polly before she went into the hospital three months ago . . . They should get you started." I've since learned that the hospital was a psychiatric hospital.

Undaunted, I descended to my office with the stack of papers and began to try to figure out what I was to do. There was a recent newsletter of the agency, which advertised a fundraising spaghetti dinner two weeks away. With heavy foreboding, I put the date in my new planner. There was also a column asking for volunteer drivers to help take the elderly and disabled to medical appointments . . . friendly visitors . . . companions to kids.

I looked for job descriptions for these positions and found none. I found a list of volunteers with names and addresses, but no date . . . several recruitment PSAs with no list of where to send them . . . and 10 prospective volunteer applications dated three months ago. At the bottom of the pile was a job description that looked like it might be mine, except it said that I only did this job 20 hours a week. I knew at once that there must have been some mistake. I had a sinking feeling as I began my "To Do" list that the mistake may have been mine in accepting this job:

1. Make appointment with supervisor

to discuss my job description.

2. Find out about my responsibilities for fundraiser.

3. Call volunteers on volunteer list to see how many are active now.

4. Find out about friendly visiting program, companions for kids.

The next morning, when I arrived at work, I had a memo from my supervisor which said that she and the executive director had been called out of town and would I give the agency presentation at the Chamber of Commerce luncheon today? This memo was attached to a thick, badly worn, sheaf of papers, many of which had scribbled notes and changes. I looked down at my grey slacks and plaid blouse and loafers.

Undaunted, I ran down to my office,



set my "To Do" list aside, and furiously retyped the speech. Then, I ran up the steps, raced home, changed into my Executive Suit, and raced to the Chamber of Commerce just in time for dessert and to give my presentation—only to find that the podium was too tall, the microphone didn't work, and I had forgotten my glasses. I relied on my memory from typing the speech, my wit and charm to get through, praying all the time that there would be no questions.

When I returned to the office, it was 3:00 p.m., my stomach was growling, I had a headache, and four memos and five phone calls were on my desk. Executive Director wants a large display built for the fundraiser that will show how our volunteer program helps agencies deliver services. Supervisor wants an update on number of volunteers preparing spaghetti for the fundraiser ASAP. Quarterly report of statistics overdue! A note from the Voluntary Action Center welcoming me to my new job! And a message from my husband saying the dog had thrown up in the

living room. Could I take him to the vet? A tear fell on the messages as I sat down to make up the next day's "To Do" list:

1. Find out what the Voluntary Action Center is.

2. Find out what statistics are needed for quarterly report.

3. Find out more details on fundraiser.

4. Find out how to get supplies for display and pictures of volunteers.

I attached this "To Do" list to yesterday's list, and called the vet for an appointment.

\*\*\*\*\*

Friday of following week:

I just want to bring you up to date on the job. I now keep two sets of back-up clothes in a nearby closet, as well as running shoes and a first-aid kit. I have a perky yellow clipboard with three inches of "To Do" lists and color-coordinated folders on my desk for each project. I have seven volunteers after calling the old volunteer list and the 10 prospective ones on my desk. The janitor, who shares the basement with me, scrounged the materials needed and built the display. I found some old photographs and a volunteer who could identify them for me.

Also, the Chamber of Commerce asked me back to speak again. The dog survived (so did the rug), and the Voluntary Action Center turned out to be a place that I can get answers to most questions and never be made to feel dumb for asking. They will also help with recruitment and training. Through AVA meetings, I have met at least four other coordinators who have offices in basements. All in all, it's a challenging job and taxes all my creative and problem-solving skills. Needless to say, I am undaunted by opportunities to grow and have kept my sense of humor.

Your undaunted friend,  
Virtue Victoria

—Submitted by Marlyn Whitley, associate executive director, Voluntary Action Center of Fairfax County Area, (Va.) Inc. Whitley wrote the Dear Effie letter in response to numerous queries from brand-new volunteer administrators who would ask, "Just what is a typical day like in the life of a volunteer administrator?" Whitley uses it as a handout at workshops on basic volunteer management.

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## 1987 President's Volunteer Action Awards Program Honors 18 Individuals/Groups

Eighteen individuals and groups have been named the 1987 recipients of the President's Volunteer Action Awards, a program cosponsored by VOLUNTEER and ACTION, the lead federal agency for volunteer service, and funded by private corporations and foundations.

Selected from a field of approximately 2,000 nominations, the winners represent outstanding achievement in ten categories: arts and humanities, education, environment, health, human services, international volunteering, mobilization of volunteers, public safety, youth, and the workplace.

Two members of VOLUNTEER's board of directors joined members of the National Volunteer Advisory Council, private citizens appointed by the President to advise ACTION on policy and program, for the judging. They reviewed approximately 70 finalist nominations and from those chose the group to be submitted to the President for his final selection.

President Reagan will present the awards—sterling silver medallions provided by Avon Products, Inc.—to the winners at a special White House ceremony in June. The finalists receive special certificates from the President for their exemplary volunteer contributions, and all of the remaining nominees receive special cards of appreciation from the President.

The President's Volunteer Action Awards were created in 1982 to call public attention to the contributions of the nation's volunteers and to demonstrate what can be accomplished through voluntary action.

### And the Winners Are . . .

**Ruth Johnson Colvin**  
Syracuse, New York

Ruth Johnson Colvin started the first adult tutoring program in Syracuse in her home in 1962, which now assists over 500 adults each year in learning to read. Her efforts spawned Literacy Volunteers of America, Inc., a Syracuse-based national network of over 250 local and state adult literacy programs.

Over the years, the program has helped more than 100,000 individuals learn to read. Colvin has continued to research and develop new methods of teaching including slide/tape workshops and tutoring manuals now used in adult basic education courses, libraries, schools and correctional facilities throughout the country.

**COOL (Campus Outreach Opportunity League)**  
Washington, D.C.

COOL was founded in 1982 to help college students become involved in their local communities. Today it works with over 300 colleges either to build effective student volunteer programs or to strengthen existing programs.

The COOL staff of six makes week-long visits to schools to work with student organizers, administrators, community leaders and faculty in the development of effective volunteer programs. COOL has developed and distributed printed materials to assist in this effort and publishes a quarterly newsletter with a circulation of 1,000. The first five of a series of workshops on campuses



**Young volunteer listens to caller on Teen Suicide Hotline sponsored by North Central Mental Health Services, Columbus, Ohio.**

have attracted over 400 participants from 75 colleges and universities.

**Exxon Volunteer Involvement Program**  
Houston, Texas

The Exxon Volunteer Involvement Program (VIP) is a clearinghouse that matches employees and retirees with agencies needing their help. In 1986, more than 1,000 employees participated in VIP, including 400 who volunteered for 250 positions of long-term service and another 400 who participated in 15 special projects.

VIP volunteers donated more than 100,000 hours of community service in 1986. Through the company's Volunteer Involvement Fund, grants totaling \$112,323 were awarded in 1986 to non-profit agencies where VIP participants volunteer.

**Fraternity of the Desert Bighorn**  
Henderson, Nevada

For the past 20 years, the Fraternity of the Desert Bighorn has played an important role in Nevada in the construction of water sources for the bighorn sheep, an endangered species. Since federal funds were not available to construct the necessary water supplies to allow the sheep sufficient range, the Fraternity has provided over \$50,000 worth of labor, materials and funds to four Nevada Bureau of Land Management districts.

In the past three years, they have developed 21 new water supplies making 100,000 acres of rugged, remote mountain/desert area habitable for the animals. Because of the inaccessibility of the areas in which they work, it frequently takes the volunteers three days to transport the material and equipment to the site. Lack of electrical power requires them to use hand tools in their work. Members, who include workers in the construction trades, also help to trap sheep and transport them to newly developed areas.

**Jack A. Glover**  
Roseburg, Oregon

Jack Glover, 70, has worked for the past 13 years to support construction of a trail along the North Umpqua River in Oregon. Working with the Bureau of Land Management, the Forest Service





**Corporate employee volunteers scrape graffiti off buildings in Los Angeles skid row district.**

and state and local volunteer groups, he has contributed over 2,500 hours of volunteer labor. Glover uses his technical expertise to route the trail and supervises volunteer groups in constructing the trail. User groups such as the Audubon Society, Boy Scouts and a local ski and hike club have been recruited to assist in the development of the trail.

**Hexagon, Inc.**  
Bethesda, Maryland

Hexagon, Inc. involves 300 to 400 volunteers in the development and production of an annual political satire musical review to raise money for local charities. Founded in 1955, the group has grown from raising \$1,000 annually in the early years to now realizing over \$125,000 in annual profits.

The charity receiving the funds must be Washington, D.C. based and provide services to Washington area residents. In the past several years, Hexagon has raised \$140,000 for the Hospital for Sick Children, \$85,000 for Second Genesis, an area drug treatment program, and \$130,000 for So Others Might Eat, a local food program. The 1987 program will benefit the Higher Achievement Program, a recipient of the 1982 President's Volunteer Action Award.

**Robert A. Hingson, M.D.**  
Ocilla, Georgia

Dr. Hingson's volunteer contributions to improve health care in impoverished

countries spans more than 25 years. His efforts include immunizing children and adults, providing seeds and tools to improve nutrition and supplying western medical textbooks. In addition, he developed the gas-powered jet gun that made mass immunization possible, pioneering the technique in Liberia during a 1962 smallpox epidemic.

Taking vacations from his work as head of five university anesthesia departments, he and his family regularly traveled abroad, helping to immunize 5 million children in 30 countries by 1979. To provide developmental aid to these countries, he formed the Brother's Brother Foundation, a nonprofit organization that provides them with seeds, tools, textbooks, medicines and other supplies.

**I.B.E.W. Local #25**  
Melville, New York

The International Brotherhood of Electrical Workers Local #25 supports a Community Services Committee, which organizes and recruits members and their families for community volunteer projects. Consisting of a core group of eight to 10 members, the Committee promotes systematic involvement in health-related programs.

In 1986, fundraising events yielded over \$70,000 for purchase of a kidney dialysis machine, ambulance equipment, crib monitors and other special equipment for local hospitals.

**Sylvia Lawry**  
New York, New York

Forty years ago, when Sylvia Lawry's brother learned he had multiple sclerosis, she placed a classified ad in the *New York Times* asking to meet people who had recovered from the disease. The organization that grew out of this initial meeting of 50 people—the National Multiple Sclerosis Society—has continued to grow and now includes 140 chapters serving approximately 250,000 Americans with the disease.

The organization has raised over \$101.5 million for MS research and research training fellowships. In 1965, Lawry convened representatives of the various MS societies of 14 countries for the first meeting of the International Federation of MS Societies in Vienna. In 1970, she was instrumental in the development of the National Advisory Commission on MS and now is a member of the President's Committee on Employment of the Handicapped and numerous other national health-related commissions.

**Los Angeles/Orange County Corporate Volunteer Council**  
Los Angeles, California

The Los Angeles/Orange County Corporate Volunteer Council is the sponsor of a successful joint project to revitalize a poor section of the city. Called "Skid Row Cleanup and The Street Speaks Mural," the project involved ten corporations and 350 employee volunteers who contributed 2,800 hours to clean up the area. In addition, the CVC commissioned street murals to convey information to skid row residents on where to find food, shelter and medical aid.

Results of the project include increased employee volunteer activities in the area, further improvements by the city, increased police attention to the area and the establishment of formal employee volunteer teams in companies where they did not previously exist.

**North Central Mental Health Services Teen Suicide Prevention Volunteer Program**  
Columbus, Ohio

In Columbus, Ohio, the Teen Suicide Hotline is a county-wide program in-



volving young volunteers to handle the telephone calls. Instituted in 1985 to respond to the increased incidences of youth suicide, the hotline operates 24 hours a day, 7 days a week. The young, specially trained volunteers answer the phones from 5:00 p.m. to 9:00 p.m., Monday through Friday, and from 3:00 p.m. to 9:00 p.m. on weekends.

Though many of the 70 calls received monthly are not about suicide, the hotline serves as a guidance program where teens can talk with their peers about other difficulties such as drug abuse and parental or school relationships. As of late November 1986, the teen suicide rate in Franklin County has dropped from 11 reported in 1985 to six.

#### **Project Literacy U.S. (PLUS)** New York, New York

Capital Cities/ABC and the Public Broadcasting Service joined forces early in 1986 to develop Project Literacy U.S.-PLUS, the first major public service project to join two television broadcasting networks. PLUS consists of local task forces in communities where there are ABC and PBS stations and provides network programming devoted to adult illiteracy. To date, 359 task forces of ABC and PBS station staff, literacy service providers, adult learners, educators, business leaders and civic groups have been formed.

The public awareness programming began in September 1986 with an ABC documentary, "At a Loss for Words: Illiterate in America." Public service announcements stressing it is never too late to learn followed the broadcast. During September and October, over 50,000 people called the national literacy hotline, a ten-fold increase in calls prior to the creation of PLUS.

#### **Ronald McDonald House Volunteers** Media, Pennsylvania

The Ronald McDonald Houses were developed to provide families of sick or injured children an inexpensive (as low as \$5 per night) or no-cost place to stay while their children receive treatment at regional children's hospitals. There are 87 Houses in operation in the U.S. and 13 in Canada, West Germany, Australia and Netherlands.

Each Ronald McDonald House oper-

ates as a local nonprofit organization managed by volunteers. McDonald's Corporation provides \$25,000 in development funding and local volunteers raise the remaining funds needed. Over 5,000 volunteers are involved in the day-to-day management of Ronald McDonald Houses, which have benefited more than one million people.

#### **Stephanie Joyce Kahn Foundation, Mobile Audio Library** Long Beach, N.Y.

Stephanie Kahn was introduced to talking books when she was seriously injured and blinded in an automobile accident nine years ago. Learning that she was eligible to participate in the program only because she was blind, she approached health care administrators about making talking books available to others who were hospitalized and unable to read because they were physically incapacitated.

The resulting Stephanie Joyce Kahn Foundation has grown from the involvement of several of Kahn's family and friends to several hundred volunteers and six paid staff. The program now serves 1,300 people each month in 23 facilities, nearly half of which are long-term care centers.

#### **20 Good Men** Kansas City, Kansas

When the director of a neighborhood council placed an ad for "20 good men" to assist with minor home repairs in one of Kansas City's oldest and poorest neighborhoods, 50 men responded. Their work assignments varied from cleaning vacant lots to repairing leaking faucets, installing new pipes, repairing brickwork, patching leaking roofs. Some residents could provide materials but were unable to do the work.

Founded in the summer of 1986, 20 Good Men now numbers over 85 men from the neighborhood who have made repairs on 60 homes and cleared weeds and trash from over 1,000 lots.

#### **Talkline/Kids Line, Inc.** Elk Grove, Illinois

Kids Line was the first 24-hour crisis intervention hotline for "latchkey" children in the U.S. Responding to over 18,000 calls annually in the metropoli-

tan Chicago area, the program involves over 100 trained volunteers who answer phones, assist with clerical work, raise funds and speak to community agencies, churches and schools about the program.

While most of the calls come from children who are alone and lonely, Kids Line counselors receive calls about family problems such as divorce, alcoholism, drug dependency, domestic violence, incest, child abuse and suicide. The volunteers, age 16 and up, are trained to reinforce safety and parents' rules and urge constructive use of independent time.

#### **Shell Employees and Retirees Volunteerism Effort** Houston, Texas

The Shell Employees and Retirees Volunteerism Effort (SERVE) is a clearinghouse that matches employees' and retirees' skills and interests with the needs of local community agencies. In 1986, approximately 1,500 employees and retirees were referred to volunteer positions with an additional 1,341 volunteers participating in 29 special projects.

Shell Oil volunteers assist some 175 community agencies through ongoing and short-term projects. Financial assistance through the SERVE Community Fund is provided to nonprofit agencies where Shell employees and retirees volunteer. In 1986, such grants totaled \$43,000.

#### **George Wager** Anaheim, California

George Wager developed and distributes a wear-resistant identification tag containing emergency contact information for children in case of medical emergency. The tag condenses name, address, telephone numbers, medical information and a consent form into a space the size of a postage stamp. It can be sewn into clothing or slipped onto a shoelace.

To fill orders resulting from an ad placed in a sheriff's magazine, Wager placed a second mortgage on his home. He has since acquired the help of several corporate sponsors and distributed over 40 million tags. To help pay for the tags, he developed a child's game on safety, which covers such areas as bike safety, fire, strangers, drugs and poison.



# Communications Workshop

## How to Develop a Successful Speakers' Bureau

By Gayle Jasso

A speakers' bureau can be one of the most powerful and effective public relations tools an organization can create to achieve its goals. Its power and effectiveness come from the audience's positive acceptance of the message, attitude and personality of each speaker.

Given the proper care, attention and expertise, a speakers' bureau can enhance an organization's image, thus increasing its opportunities to receive what it needs from its many publics. Inadequate care and attention will create a negative image. It is therefore critical that sufficient time and energy be spent in the development of a speakers' bureau. It is equally essential that sufficient resources and talent be allocated for the operation of that bureau.

In 1987, Security Pacific National Bank implemented a speakers' bureau in California called the SpeakersBank. The method used to develop this program was identical to the one used for the SpeakersBank's prototypes: SecuriTeam (a team concept employee and retiree community service volunteer program) and the TalentBank (a similar program that sends over 20 acts of volunteer entertainers into the community as a public service). As a result, the SpeakersBank was immediately successful.

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The following 16 steps for developing a speakers' bureau are based on our research, trials, errors, modifications and successes. The development of each new volunteer program has been easier and more immediately successful because we learned from our experience and practiced what we learned. Numerous corporations and nonprofit organizations helped us along the way. Security Pacific hopes these steps will be useful to your organization as it considers the values of operating a speakers' bureau.

### 1. Conduct a public relations needs analysis.

Determine your organization's publics (the people—both individuals and groups—your organization wants to influence). For each public, determine the messages your organization wants to send. For each message, determine the most effective media or tools for sending that message.

### 2. Decide if a speakers' bureau will be the correct vehicle to meet your organization's specific PR needs.

If recruiting, preparing and training speakers to go out to your organization's publics to deliver your specific messages will not accomplish your organization's public relations objectives, stop right here. Do not develop a bureau. A bureau will require a lot of work and attention to be effective. Don't allocate your organization's resources to a bureau unless a bureau will definitely help your organization be what it wants to be, get what it

needs, and achieve its goals.

### 3. Determine the goals for your speakers' bureau.

Your organization's management team should sit down and develop concrete goals for your proposed speakers' bureau. The goals must be sharp and clear, rather than vague and general, for two reasons. First, you will need these goals when you sell your speakers' bureau to the people and/or groups who must approve it. After the bureau is approved (think positively!), your program coordinator will need the goals to be clear about what the bureau must accomplish.

### 4. Write a proposal for a speakers' bureau.

The proposal must include a clear description of what a speakers' bureau is, why your organization should have one (the anticipated benefits for all concerned), the goals your bureau will accomplish, the results the bureau will produce, and the estimated budget and staffing requirements based upon the desired size and sophistication of the bureau.

Package the proposal professionally. It shouldn't be too long. I prefer an outline format with a table of contents to aid the reader.

### 5. Get the necessary approval and commitment to start a speakers' bureau.

The speakers' bureau will need to be approved by all necessary power units. In Security Pacific's Community Affairs Division, our proposed new programs must be approved by all of our "bosses" (the department manager, executive vice president and president of Security Pacific). We need to have top management's support because all of our programs impact all divisions of Security Pacific throughout California.

You will know who needs to approve your bureau. Present your proposal professionally, knowledgeably and enthusiastically to each entity who must approve it. Do not accept "no" for an answer. If anyone says "no" or offers strong resistance, ask what I call "The Golden Question": What do I have to do to accomplish my goal (to start the bureau)? Inevitably, each person or group of people will tell you. Then, do exactly what he/she or the group of people tells you to do in a sincere, professional, thorough and competent way.

The most difficult "sale" I ever made at Security Pacific was to begin entry-level job skills training for high school seniors



on Saturdays at our computer center, a top security state-of-the-art building, and, in fact, the heart and brain of the whole bank.

Each person I presented the proposal to expressed genuine concern about security. I asked each person the golden question, and each person told me exactly what to do. I developed a "golden" proposal addressing every concern with a positive action plan. I presented my proposal no fewer than 12 times to various individuals and groups. At last I went to the person whose approval was required by every other person or group I met.

Before I met with him, I contacted his counterpart at another major bank. This person had had five successful years of experience doing what I was proposing for Security Pacific. I took careful notes about what he said and typed them on a single sheet of paper. After presenting my golden proposal, my brochures, and all of my reasons for wanting to do this training to the man whose approval I needed, I presented him my best argument—my interview with his counterpart.

He read his counterpart's comments and replied, "Why he's my best friend. I guess if they haven't had any problem, neither would we. And besides, we would not be taking any more risk by bringing these students into the building than we do by hiring perfect strangers who walk in off the street. Less, in fact, because the students already have been screened for their interest in the program. Let's do it. I think it will be very exciting and make an important contribution to the community."

I was thrilled! I learned many lessons from this very important sale, which I have applied to every single program and component of programs requiring approval. Use the same techniques regarding your speakers' bureau, and I believe you will receive the enthusiastic approvals you will need to implement your program.

## 6. Select the program coordinator.

The program selected to coordinate this bureau must be a very special and talented individual. Here are some of the skills and traits he/she must have to do a good job:

- Excellent oral and written communication skills
- Exceptional organizational abilities
- A positive self image and enthusiasm that will come across to others both in person and over the telephone

■ A professional image that will be equally well accepted both in your organization's board room as well as in a corporate board room

- The ability to work on several projects or pieces of those projects at one time
- The ability to sell oneself and program
- A strong belief in the importance of the speakers' bureau

Other desirable traits are knowledge of or experience in speakers' bureau operations; public speaking experience; speech writing experience; and experience in training or coaching speakers.

## 7. Research other models.

Don't reinvent the wheel. There are hundreds of successful speakers' bureau models to study. Find some models of similar size and complexity to the bureau you envision for your organization.

Study these models. Find out how and why they were developed, how they are administered, and how results are measured. Obtain sample forms and reports.

Speakers' bureau managers are professional public relations people who will be happy to share their ideas with you. Probably many people helped them when they began. Learn all you can from them, and then be sure to thank them for their help. Thank them in writing. Make your thanks personal. Send a token of your appreciation if possible.

## 8. Join a professional speakers' bureau association.

Operating a speakers' bureau is a unique profession by itself. Networking with peers who have similar job responsibilities is always stimulating and helpful. Receiving the professional organization's literature and attending its conferences are two of the very best ways to learn what to do and how to do it better. A professional organization is a comforting resource when beginning a new endeavor.

An example of such a group is the National Association for Corporate Speaker Activities. Although its members are corporate, the content is exactly the same as for your bureau. You can contact me for information about this group.

## 9. Formulate the "givens" of your bureau.

Decide the characteristics that are definitely desired and around which your bureau will be shaped. For example, one given feature of the Security Pacific SpeakersBank was that participants would al-

ready be excellent speakers. They would have previous speaking experience and some charisma, which would ensure the likelihood that they would be well received by their audiences. We decided helping people develop public speaking skills was not one of our purposes for our program. (The Bank has a statewide network of speakers' clubs, which was developed many years ago for that purpose.)

## 10. Establish an advisory committee.

The establishment of an advisory committee is the most important step for any proposed new program. This committee will help you design the bureau and tailor it to your organization. No model can be transferred in full from one organization to another. It will have to be altered and modified to meet your organization's needs.

The composition of this committee is critical. Each person should be selected for his/her expertise and unique perspective. For example, our Security Pacific advisory committees always include a representative from the sponsoring local division's management, the banking office system, legal, public relations, the volunteers, employee relations, and anyone else whose advice and/or support we need.

Our advisory committees consist of Security Pacific people rather than external representatives, but yours could include external people if they would be useful to your committee.

By the time the advisory committee completes its assignments, each person has usually completely bought into the program and is an enthusiastic supporter.

## 11. Determine the advisory committee's responsibilities.

These are some of the things the advisory committee will help your organization determine and define:

- What are the purposes of the bureau?
- What audiences should the bureau reach?
- How will the bureau be marketed and promoted?
- How will effectiveness be measured?
- What will the pilot program be?
- How will it be designed?
- How long will it operate? What territory will it cover?
- If, when and where should expansion take place?
- What about the speakers—who will they be?



- How will they be selected?
- How many should there be?
- If, when, where and how often should they meet and for what purposes?
- Will the speakers be volunteers and/or paid staff?
- Will they participate on their own time or on their organization's time?
- What will the pilot's organizational structure be?
- What assistance (paid or volunteer) will the coordinator have?
- What structure (formal or informal) will the bureau have?
- Will the speakers have any leaders or officers?
- Will the speakers be "members?"
- How will information about speakers, organizations and engagements be collected and maintained (manual or computer)?
- How will an organization request a speaker? What forms will be needed?
- How will speakers be selected? How will engagements be booked?
- How will speakers, speeches and presentations be evaluated?
- How will information about the bureau be distributed?
- What external media and internal publications should cover the speaking presentations? Will any of the speakers' expenses be covered and by whom?
- How will speakers be recognized/thanked? How will speakers be trained and prepared?
- Who will write the speeches?
- What messages should the speeches include? Who will approve the content?

## **12. Launch and operate the pilot program.**

Although the pilot program should be small and manageable, every element of the program's organizational structure should be in place during the pilot. The pilot should be operated as long as it takes to fully evaluate its structure, the abilities of the coordinator and any other assigned staff, and the effectiveness of the program.

To receive permission to implement the speakers' bureau as a permanent program, the pilot must have proven itself. It must have produced measurable results and achieved the goals it was designed to accomplish. It may be necessary to extend the pilot in order to fully evaluate its overall effectiveness.

## **13. Fine tune and modify the pilot as necessary and when necessary.**

The reason for a pilot program is to prac-

tice something new until it works well and works right. As with any new learning, mistakes can happen due to inexperience. Often an idea is found to be insufficiently developed and must be enhanced. Sometimes something everyone thought would work just plain doesn't, but something no one thought of materializes and works perfectly.

The key to a successful pilot is flexibility. The program coordinator must be extremely sensitive to everything that happens and everyone involved. Then, in a very logical and objective manner, the program coordinator must make some changes based upon feedback. The advisory committee can be used to bounce ideas off of and for feedback and objective and even subjective input.

## **14. During and at the conclusion of the pilot, examine the level of success and the achievement of the bureau's goals.**

The program coordinator must have enough confidence to make necessary changes to ensure the success of the pilot. That success will be measured by how effectively the program has achieved its original goals. However, sometimes the pilot will reveal that original goals and expectations were unrealistic, impractical, too shallow, or not far reaching enough.

Therefore, another important purpose for the pilot program is to evaluate the original goals and objectives of the program and modify them, along with the program when necessary, based upon real life, practical experience. If it is necessary to modify the original goals to improve the bureau (not to cover up the ineffectiveness of the coordinator), revised goals should be developed by the coordinator and presented to the advisory committee for approval. If the committee approves of the modified goals, the program coordinator should take the recommended changes to the powers who originally approved the bureau. Those powers need to agree with the modified goals so that the pilot program's effectiveness can be fairly evaluated.

## **15. Dissolve the advisory committee.**

The advisory committee will have completed its duties when the pilot program has either succeeded in meeting its goals and everyone is comfortable with implementing the speakers' bureau as a permanent program or when it has proven unsuccessful.

The committee should be formally dis-

solved through a special luncheon or dinner, which is attended by your organization's management team and all or key board members. Special tokens of appreciation should be presented. The members of this committee are good friends of both your organization and your speakers' bureau, if the pilot was successful. Advisory committee members should be graciously thanked. If a permanent speakers' bureau results, advisory committee members should be added to a special information list to receive news and updates on the bureau which they helped create.

## **16. Maintain the program as is, expand it, or discontinue it based upon the evaluation of success.**

If the pilot program proved that a speakers' bureau is not an appropriate or effective public relations tool for your organization, obviously, the bureau should be discontinued. All speakers must be graciously thanked similarly to the manner in which the advisory committee members were thanked, perhaps at the same event.

Your organization should not feel badly about the experience. Your organization simply learned an important lesson about what works and doesn't work for it. Many valuable lessons will have been learned during the whole process, which will prove important to the overall effectiveness of your organization's public relations plan.

If the pilot was successful, consider a celebration involving all concerned. Positive strokes must be lavished upon all key players so that they will feel appreciated and want to continue their involvement in the bureau.

If the bureau is to be taken to new regions that are a significant distance from the geographic area of the original pilot, then an advisory committee should be established for each new region to help the coordinator take the bureau to the new region and to ensure a broad base of support.

Nothing is more exciting than to experience an enthusiastic, knowledgeable, motivational and inspirational speaker. Such a speaker can indeed enhance your organization's image. If you follow the 16 steps outlined above, I am confident that you will develop a speakers' bureau that will indeed be that powerful and effective public relations tool your organization is looking for to achieve its important objectives. Good luck!



## THE VOLUNTEER PROTECTION ACT OF 1987

# H.R. 911

## 'It Is An Emergency'

**O**n February 2, 1987, Congressman John Porter (R-Ill.) introduced legislation that encourages states to exempt all volunteers from civil liability except for acts of willful and wanton misconduct. The 99th Congress adjourned before a similar bill Porter introduced could be considered.

"We have it fittingly numbered HR 911," Porter said at a press conference to announce the bill. "It is an emergency."

Called The Volunteer Protection Act of 1987, the legislation would withhold one percent of Social Services Block Grants from any state that fails to extend liability protection to volunteers by the beginning of the 1989 fiscal year, redistributing those funds to states that have complied.

"Fears of personal liability exposure are spreading like wildfire throughout the volunteer community," Porter said. "All types of nonprofit groups, from universities and town governments to school boards and social service agencies like Catholic Charities, are facing the withdrawal of the time and skills of individuals on boards of directors and in other volunteer capacities."

The bill was written to protect the individual volunteer. Organizations remain legally liable.

"People are simply unwilling to jeopardize their family assets through volunteer work—and who can blame them? My bill offers a solution to this serious problem."

Porter then introduced VOLUNTEER Vice Chair Joyce Black, also representing a host of other voluntary organizations with which she is involved.

After posing the question, "Why is this legislation so important?" Black addressed three points: (1) Insurance premiums have spiraled; (2) many nonprofit organizations must make a choice between purchasing premiums and providing program services; and (3) many nonprofit insurance policies are not inclusive; they exclude child abuse and health programs, for example—ones that really need the liability coverage.

"Some volunteers are becoming leery of service both on boards and as direct service volunteers because they fear lawsuits against them as individuals," Black said. "This fear threatens the very basic beliefs of voluntarism, for without citizen volunteers, there would be no voluntary sector."

It is important that volunteers be protected from this type of liability. The bill states that "within certain States, the willingness of volunteers to offer their services has been increasingly deterred by a perception that they thereby put personal assets at risk in the event of liability actions against the organization they serve."

The cost of liability insurance has become so high that many nonprofit organizations cannot afford to provide this protection for their volunteers. It has resulted in the withdrawal of service from boards of directors and other volunteer positions.

The following articles analyze the long, hard route to passage of both H.R. 911 and meaningful state legislation to protect volunteers from civil liability. They also tell what you can do, and the first step is simple—write a letter.

### GETTING H.R. 911 PASSED: How the Process Works and What You Can Do

By Judy Haberek

**A** bill to require states to adopt volunteerism protection measures against civil lawsuits or lose one percent of their Social Services block grants may go down to defeat again without a methodical, targeted lobbying effort on the part of volunteer-involving groups.

There are a number of roadblocks ahead for H.R. 911, the Volunteer Protection Act of 1987, introduced by Rep. John E. Porter (R-Ill.) in February.

In a nutshell, local voluntary organizations face dramatic jumps in liability insurance rates for voluntary boards and service volunteers—a squeeze also being felt, for instance, by physicians with medical malpractice insurance rates that have gone through the ceiling in the past few years.

Legislation to curb both these problems was pending before the 99th Congress last year. Both measures were designed to prod states to take action, in lieu of passage of one federal law, but both issues failed.

In the case of the bill to grant immunity from civil lawsuits to volunteer groups, Porter tried an 11th hour maneuver to gain passage of his measure by adding the components of his bill to an appropriations bill. Although it was defeated by a

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narrow margin, support for the idea did surface. This occurred even though the bill itself was not an appropriations measure, because it would not involve the need for any federal funds to implement. Representatives are often willing to overlook these congressional technicalities, however, and Porter may well try the same gambit again this year if the traditional legislative process fails or runs out of time with the press of other business before the 100th Congress.

This brings us to efforts that volunteer organizations can take to increase the chances for passage of this bill and the pitfalls they face along the way. Porter has proven that he is willing to work and is committed to the immunity for volunteers, but he cannot get the bill through the usual congressional process without grassroots support from around the country.

Porter is a member of the Appropriations Committee. His attempt last year to place the volunteer immunity bill on an appropriations measure was a logical one, because a member of Congress has the most power and clout when working through a committee on which he or she serves.

The problem with the volunteer immunity bill is its jurisdiction—it has been referred to the Judiciary Committee and Porter is not a member of that panel. The chairman of that committee is Rep. Peter Rodino (D-N.J.), who also chairs the Monopolies and Commercial Law Subcommittee. That panel gets first crack at the bill. If it passes it, the full committee would then consider it, followed by the full House and, if passed, the Senate committees.

There is no companion bill to H.R. 911 in the Senate yet, which means that senators cannot simultaneously work on the issue and would only do so if first passed by the House.

Rodino, of course, controls the agenda for the Judiciary Committee. Ominously, he has not added his name to the approximately 75 cosponsors of H.R. 911.

According to the Coalition for Volunteer Immunity, however, Rodino has agreed to hold hearings on the bill if Porter and the volunteer community can get 140 House members to sign on as cosponsors of the bill.

### What To Do

The first task, then, for volunteers is clear—contact your local representative and urge him or her to cosponsor the legislation. Volunteer-involving organizations should urge their service volunteers

and as many people as possible to write their members of Congress directly.

In your own words, urge him or her to cosponsor H.R. 911 or, if they already have done so, to work to get their colleagues to sign on to the bill. A short letter is all that is needed. It would be helpful for volunteers to emphasize what services to the community would be eliminated or curtailed if their project were forced to cease operations because of high insurance costs.

Letters to House members can be sent to the person directly, c/o U.S. House of Representatives, Washington, DC 20515. It would also be valuable to write to your two senators and urge them to introduce a companion bill to H.R. 911. Write to your senator c/o U.S. Senate, Washington, DC 20510.

If your elected representative is a member of the Judiciary Committee, your letters are particularly needed and will have a more immediate effect. This should not discourage citizens whose representatives serve on other committees, however. The 140 cosponsors needed for the bill

are just as critical as support within the Judiciary Committee.

A long and impressive list of supporters of the bill is already in place. That list includes 63 nonprofit organizations that use the services of volunteers. Although all of these groups are on record as supporting the measure, their practical support can and does vary. Some admitted that—aside from going on record in favor of the bill—they have done little or no work to urge their members to lobby for the bill. So, to a large extent, voluntary organizations need to take a leadership role in this task.

One group that has started grassroots lobbying is the Volunteer Trustees of Non-Profit Hospitals. Its initial lobbying effort can serve as a blueprint for others. It is writing a letter to Porter to urge his continued action and making sure that hospital administrators know the contents of the bill and its status. More importantly, however, the group is urging hospital administrators to make an appointment to see their representative so that they can personally lobby for the bill.

## PEAT, MARWICK SURVEY: LIABILITY CRISIS IN THE MAKING

A recent survey of 2,532 leaders in the volunteer arena points out the immediacy of the liability crisis. According to a survey by Peat, Marwick, Mitchell & Co. and INDEPENDENT SECTOR, more than 80 percent of respondents believe the directors' and officers' liability problem is damaging the quality of governance in U.S. national volunteer organizations and has reached crisis proportions.

When asked by Peat Marwick who or what was to blame for the problem, more than half of the volunteer organization directors pointed their fingers at lawyers and juries granting huge awards. Also, 46 percent cited heavy publicity on large settlements. More than half blamed the insurance industry.

More than three fourths of Peat Marwick's survey group belong to organizations that carry director and officer liability insurance. Ninety percent of those in the for-profit sector had insurance protection, compared with only 71 percent among the not-for-profit groups.

Of the nonprofits, 86 percent of hospitals and 83 percent of municipal officials were covered. Museum directors at 45 percent and

orchestra executives at 54 percent made up the low end of the scale of insured.

A third of the entire sample said that premiums had risen more than 300 percent at the last renewal of coverage. Only six percent said that rates had not changed.

"There has been serious concern over the past two years over the liability exposure faced by the members of boards of not-for-profit organizations," said Frederick J. Turk, Peat Marwick's national director of services to nonprofit groups. "As auditors and business advisers, we are committed to seeing this situation resolved and to helping board members maximize their effectiveness."

In another survey, 35 state officials noted that only 11 states had current or proposed plans to bring relief to directors and officers. Also, none of the state commissioners rated these initiatives as politically feasible.

This situation makes it even more urgent that volunteer groups rally around H.R. 911, which would, if passed, simultaneously give an incentive to all states to enact limits on liability.



If you are not successful in getting an appointment with the representative in person, don't underestimate the influence a staff member of the representative carries. Make an appointment with the administrative or legislative aide. Convincing him or her of the validity of your cause almost assures you that your message will be given to your elected official.

As we go to press, we have learned that Senator John Melcher (D-MT) has introduced identical legislation (S. 929) in the Senate.

**By Steve McCurley**

This article is the first of two that will examine state legislation on this topic. It will examine, in general terms, the legislation that has been passed at the state level and analyze its strengths and weaknesses, while looking at the different options for coverage that various states are enacting.

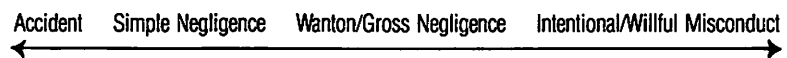
The second article, which will appear in the summer 1987 VAL, will be a chart of the state legislation that has passed, with

a brief description of what the legislation covers.

Volunteers are subject, like all of us, to a legal responsibility for the actions in which they are involved. Service volunteers may be held liable for any negligence on their part while performing volunteer work; board volunteers have certain obligations in directing and managing the nonprofit agency with which they serve. The legislation passed in various states has been aimed at easing this burden by changing the legal requirements by which we judge a volunteer's conduct in respect to negligence. A simplified way of explaining this is shown on the following "Continuum of Fault":

Here are the major areas of debate:

The legislative initiative began as an attempt to protect volunteers acting as coaches for children's sporting events. It has grown a bit since. The first addition was board members of nonprofit groups. Then the move was to extend protection to all those providing uncompensated service to an organization. There are currently five primary variations of what sort of "Volunteers" a state might choose to protect,



1. An "accident," i.e., something happened connected to the volunteer but not caused by any act or omission on the part of the volunteer.

2. "Simple negligence," in which the volunteer contributed to the wrongdoing, but did so in an inadvertent sense, or by making a small mistake.

3. "Wanton or gross negligence" in which the volunteer was responsible for the wrongdoing in a direct way and through a serious or major mistake.

4. "Intentional or malicious misconduct" in which the volunteer deliberately did something wrong, knowing that the action was incorrect.

Under the legal standards in effect in most states prior to 1986, a volunteer might be held responsible if any of his or her actions could be demonstrated to constitute "simple negligence" or above on the continuum. What most of the new state legislation attempts to do is to move the requirement up to a demonstration that the volunteer did not just make a mistake, but made a major mistake that would constitute "Gross" negligence or "Willful" misconduct. The result is to make it harder for a potential plaintiff to demonstrate successfully that a volunteer is legally at fault, because the definition of "legal fault" has been changed.

The exact method by which this change

1. Board members
2. Volunteers on advisory bodies, councils, commissions
3. Direct service volunteers
4. Court-referral volunteers
5. An organization or corporation providing free services

The last two variations are the most intriguing. "Court-referral volunteers" are a recent but growing anomaly. Our current legal system has trouble fitting them into existing categories, as evidenced by the revelation a few years ago that court-referral volunteers were not covered under any existing volunteer liability policy because, in insurance terms, they were not really "volunteers." If they are to be protected, they may well need special mention in legislation.

The final option, "an organization or corporation" that performs volunteer work would be of particular interest to businesses engaged in corporate volunteer projects or to all-volunteer organizations.

The trend in most states has been to cover board volunteers, with more and more states also covering direct service volunteers. The other categories are included in a sporadic fashion.

Not all volunteers of all organizations are being covered. One must volunteer for a "qualified" organization. This originally meant for a nonprofit organization, but that definition is rapidly expanding. The options are as follows:

1. *Nonprofit organizations*, with choices



as to whether this covers both incorporated and unincorporated groups; whether the groups must be tax-exempt or a 501(c)(3); and whether certain nonprofits (such as hospitals or educational institutions) are excluded from coverage.

2. *Government entities*, with choices as to the level of coverage among state and local level of government, and quasi-governmental entities.

3. *Individuals*, that is, the volunteer who acts entirely on his or her own, without connection to any organizational structure.

4. *For-profit corporations*, such as those who engage in group projects utilizing company employees.

Nonprofit organizations (of some type) have been the clear winners in most of the legislation, but government agencies are rapidly joining the lists.

### ■ To what extent is the volunteer protected?

There are three basic variations in this area:

1. *"Knowledge/participation"*: This option holds that a volunteer cannot be found negligent unless the volunteer was personally involved in the wrongdoing. Involvement might be by actually doing the wrongful act or by ratifying an act committed by another. This variation is commonly enacted to prevent board volunteers from being sued because their nonprofit organization or some other board member has done something wrong, but the board volunteer had no direct involvement in the wrongdoing. It keeps the standard of responsibility at simple negligence, but allows it to be applied only for one's own acts or omissions.

2. *"Wanton/gross misconduct"*: This option requires that a volunteer's wrongdoing must be of such a nature as to be seriously flawed, or such a level of mistake that it is not just an inadvertent error on the part of the volunteer but is instead flagrant.

3. *"Willful/intentional misconduct"*: This option requires that a volunteer's misconduct be of a deliberate nature, done even though the volunteer knew that it was wrong.

Most states are enacting a level of protection that extends to volunteers who are not engaged in either "wanton or gross misconduct" or in "willful or intentional misconduct."

### ■ What are the restrictions?

There are two areas of restrictions being placed on the protections granted.

The first restriction involves exempting some *plaintiffs* from the requirements of the law. Typically, the liability protection is not extended, for example, if the suit against the volunteer is being undertaken by the agency with which he/she volunteers. This is done for the quite intelligent purpose of providing the agency with the ability to protect itself should board volunteers misperform their duties or functions. An additional variation on the exemption would allow the Attorney General of the state to bring suit without showing the new levels of liability.

Another variation on exemptions is to void the protection if a suit is brought by someone other than a recipient or participant of the organization's programs. Thus, third parties (i.e., innocent bystanders) could still bring suit for simple negligence, but those receiving the benefit of the organization's services would have to show the higher level of misconduct.

The second area of restrictions lies in requirements imposed on volunteers. These range from mandating that the volunteer must be acting within the scope of his/her duties, or must have received specific training and supervision for their volunteer work, or must not be engaged in transportation-related work involving a motor vehicle.

Another area of requirement is that of insurance, with some states extending protection only to the extent that the volunteer is not covered by insurance. These restrictions will undoubtedly grow substantially in years to come, particularly as courts begin the attempt to interpret each state's law.

### What Does It All Mean?

On an immediate basis, this legislation guarantees that the legal status of volunteers will be as confused over the last few years as it has been recently. There are two areas of summary that best suggest how to view the legislation:

#### ■ What does the legislation NOT do?

There are three things that the legislation does not accomplish:

1. *The legislation does not prevent volunteers from being sued.* To begin with, the legislation applies only to negligence cases, and there are a lot of other areas for which volunteers might be sued, such as criminal misconduct. Even in negligence cases, the laws do not totally prevent suit; they only make it harder to find a volunteer guilty, and there is a lot of room for argument over whether a specific instance of misconduct constitutes "simple" or

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"gross" negligence.

2. *The legislation does not eliminate the need for insurance.* Insurance, even if not required by the new laws, would be very helpful in providing for the costs of defense or in the event that a volunteer is still held guilty despite the heightened protection.

3. *The legislation does not eliminate the need for good volunteer management.* If anything, it increases it. One of the subtler parts of some of the legislation deals with the requirement that a volunteer be "acting within the scope of his duties." This sounds obvious until you try to prove it. The *hard* way to prove it is retroactively, depending on verbal descriptions of what the volunteer thought he was supposed to do. The *easy* way is to pull out the volunteer's job description. Some state legislation implicitly recognizes the need for volunteer management by requiring training and supervision for volunteers.

#### ■ What might the legislation eventually do?

The legislation started out as a reaction to the inability of nonprofit organizations to get liability insurance at reasonable rates. Some day it may help solve that problem. It is reasonable to suppose that making volunteers harder to sue should decrease suits against them and that a decrease in suits should lead to more insurance available at lesser premiums. Do not, however, look for any relief in this area for several years, since until test cases have occurred, no one will know for sure how much protection has really been enacted.

Whatever the outcome, this legislation is too important to be ignored and too important for you not to be involved. It is now being written in a hasty fashion, including only those who are in at the drafting and lobbying stages. You don't want to be left out, and we hope that the information above will give you a better idea of what your own options are in this area.

#### How to Draft a Bad Law

The consequences of writing a law in a sloppy fashion may not be immediately obvious, but they can be disastrous. A case in point occurred in Minnesota, one of the first states to pass legislation in this area. The Minnesota legislation read, in its entirety: "A director of trustees of a nonprofit corporation or association who is not paid for services to the corporation or association is not individually liable for damages occasioned solely by reason of membership on or participation in board activities."

This leads one to the interesting question, "What does 'occasioned solely by reason of membership on or participation in' mean?" The answer would seem to be "almost anything." One memorandum from a Minneapolis law firm concluded that the law, either in a narrow interpretation did nothing that wasn't being done by state law, or in a broad interpretation protected the volunteer from all liability, which unfortunately was a violation of several provisions of the Minnesota Constitution. In a tactful statement, the memorandum described the law as "not a model of clarity."

Minnesota is now attempting to enact a revised version of the law.

#### For Further Information

To obtain a copy of the legislation in your state or to obtain samples of legislation that contain some of the provisions cited above, write to Kay Drake-Smith at VOLUNTEER, 1111 N. 19th St., Suite 500, Arlington, VA 22209. Enclose a stamped, self-addressed envelope. Please be specific if you are requesting a sample.

#### To Help Us Out

We are still collecting samples of state legislation to include in the summer VAL. Be sure to tell us whether the legislation has been introduced or enacted, and include a copy of the actual legislation. Send copies to Kay Drake-Smith.

### REP. JOHN PORTER ON H.R. 911

*The following editorial by U.S. Representative John Porter appeared in the August 24, 1986 Chicago Tribune and is reprinted by permission:*

When your wife or husband tells you they're volunteering to serve on the board of the local United Way or park district, YMCA or school, the first thing you'd better ask is whether they have liability coverage for volunteers. Unfortunately, many organizations are having a tough time keeping volunteers protected. Either they can't get coverage at any cost or, if coverage is available, they can't justify the huge outlays.

Volunteers are the backbone of social progress and community life in America and run many of our local governments from townships to libraries to volunteer fire departments. Like it or not, they are increasingly being exposed to lawsuits which conceivably could cost them their homes or farms.

While it is true that few have been successfully sued, the proclivity of trial lawyers to name everyone in sight as a party defendant and the increasingly unpredictable nature of our tort system have led insurance companies to withdraw from the market. The consequence is less and less liability insurance protection and fewer and fewer people coming forward to volunteer.

The solution: Exempt unpaid volunteers from personal civil liability, except for willful and wanton misconduct. Why should the assets of board members of the Junior League be jeopardized for a slip-and-fall injury in the local thrift shop? That judgment should be paid out of Junior League assets or

its liability coverage, not by its volunteers. Otherwise, how can we expect volunteers to continue to come forward?

Who should implement such a solution? The states. It's here where jurisdiction over almost all personal injury litigation has resided for all 200 years of our republic. The Illinois General Assembly has just adopted such a provision in its insurance crisis package. All states should do so.

The role of the federal government? To prod the states to adopt this and other reforms to keep the liability crisis from destroying the competitiveness of American products, undermining the availability and quality of our doctors and hospitals, and withdrawing local government services—from paramedics to picnic grounds and toboggan hills.

To encourage the states, I have introduced legislation in the House of Representatives to redistribute a small amount of federal funds for social service programs to states which have acted by 1988 to exempt unpaid volunteers from civil liability. The money would come from the allocations to states that have not yet done so. State legislatures should be made to focus on the problem now, before the volunteer spirit is permanently crippled.

Who are the volunteers of America? You and me and our families, friends and next-door neighbors. We should not have to fear placing family assets at risk when we donate our time and talent without compensation to serve our communities and charitable organizations.



# The 'Importance of Volunteerism' Resolutions

### **Title: Volunteers Are the Importance of Volunteerism**

**Resolution:** Whereas individuals engaged in volunteer work are estimated to provide more than \$65,000,000,000 in services to the people and communities of the United States each year, in addition to services provided in foreign countries through the activities of the Peace Corps and similar efforts;

Whereas volunteer work provides opportunities to every citizen for personal growth, career exploration, and civic contribution;

Whereas the Federal government, State, and local governments, and charitable and service organizations increasingly recognize the value of individuals engaged in volunteer work in connection with the development and operation of programs to meet the needs of American citizens;

Whereas the number of individuals engaging in volunteer work and the variety of services provided through volunteer work increase each year; and

Whereas the United States Office of Personnel Management, together with a limited number of State and local governments, charitable and service organizations, and private employers, has provided for a listing and description of relevant volunteer work on employment application forms: Now, therefore, be it

**Resolved by the House of Representatives (the Senate concurring), That it is the sense of the Congress that experience in volunteer work should be taken into account by the Federal Government, State, and local governments, charitable and service organizations, and private employers in the consider-**

**ation of applicants for employment, and that provision should be made for a listing and description of volunteer work on employment application forms.**

**T**he above Concurrent Resolution was first submitted by Representative Augustus F. Hawkins in the House of Representatives in February 1986. Rep. Hawkins resubmitted the resolution (H. Con. Res. 61) to the 100th Congress on March 4, 1987, and Senators Charles E. Grassley and Dennis DeConcini submitted a similar resolution (S. Con. Res. 32) to the Senate on March 17.

"[The Concurrent Resolution] equates volunteer experience with work experience and gives it the full value it deserves," says Mike King, VOLUNTEER's executive vice president. "We want to encourage organizations and corporations to give full recognition to volunteer experience as it lends credibility to our field."

"Volunteer directors should write job descriptions for volunteers the same as they would for a part-time paid employee. It's good management practice."

It is very important that Congress pass these resolutions, says Ruth March, long an advocate of employment credit for volunteer experience. "It will give people leverage when encouraging corporations and organizations to take such action. It gives them a good reason for approaching employers, and it will validate their point."

Volunteers and volunteer administrators should encourage employers to write job announcements that include a statement showing they will recognize both paid and

nonpaid experience, March says. For example, an announcement for an accounting position should state "two years (paid or nonpaid) experience in accounting."

"It is the responsibility of the volunteer applying for the job, however, to document his or her volunteer experience," March stresses. "A resume is a good way to organize information about your experience, but we cannot count on job descriptions given on resumes."

March adds that volunteers and their agencies can help bring about this change by getting their board members to see if their own companies and organizations recognize volunteer experience. If they don't, volunteer groups should recommend that the job application be revised. And, of course, voluntary agencies themselves should adopt such policies.

Ninety percent of the jobs in this country require people to complete an application before consideration for a position, March says. Already approximately 40 states recognize volunteer experience under the "work experience" category on their applications for state government jobs.

March, who lives in Los Angeles, began her work in this area over 15 years ago, motivated by talks with friends whose laid-off space engineer husbands could not find jobs. Part of the reason was because no one would consider their volunteer experience.

In 1974, the City of Los Angeles became the first local government to revise its job application, and Wells Fargo Bank of San Francisco became the first corporation to give credit for volunteer experience.

Today, corporations and national associations who recognize the value of volun-



teers include TRW, United Airlines, Atlantic-Richfield Company, AT&T, Marriott Corporation, Coca-Cola USA, Levi Strauss & Company, National Association of Manufacturers, Avon Products, U.S. Chamber of Commerce, Bell and Howell Company, Dart Industries.

### What You Can Do

1. It is *very important* to write your Representative and Senators to support and co-sponsor this resolution. In the House, the resolution number is HCR 61. Address your letter to the Honorable (name of your Representative), U.S. House of Representatives, Washington, D.C. 20515

In the Senate, the companion resolution is SCR 32. Address your letter to the Honorable (name of your Senators), U.S. Senate, Washington, D.C. 20510.

2. Also talk to appropriate city, county, and state government officials in your vicinity to see what they are doing. Encourage those who haven't yet done so to change their applications to allow room for documentation of relevant volunteer experience.

3. Talk to organizations you are involved with and ask them to adopt this policy. Request your local chamber of commerce to take the lead. Give them this sample wording that should be used on a job application:

**PREVIOUS EMPLOYMENT:** Begin with most recent employment, listing all employers. Include volunteer experience that relates to the position for which you are applying:

Dates Employed:  
Name and Address of Employer:  
Job Title:  
Duties Performed:  
Reason for Leaving:

4. Recognizing the important work that volunteers do for their organizations, volunteer administrators should keep accurate information concerning:

- Job title
- Description of skills needed and acquired skills, etc.
- The job(s) the volunteer performed
- How long they worked for the organization and how many hours (per day, week, or month) they contributed
- Number and type of workers supervised

5. For a single copy of the brochure, "Some of the world's most talented people have never been paid a cent," which can be given to employers for information on volunteer credit, and for other information, write or call: Ruth March, PO Box 27095, Los Angeles, CA 90027-0095, (213) 467-6443. (She will return calls collect.)

## REP. HAWKINS ON THE IMPORTANCE OF VOLUNTEERISM RESOLUTION

*Rep. Hawkins sent the following letter to colleagues last year to enlist their support for the volunteer resolution:*

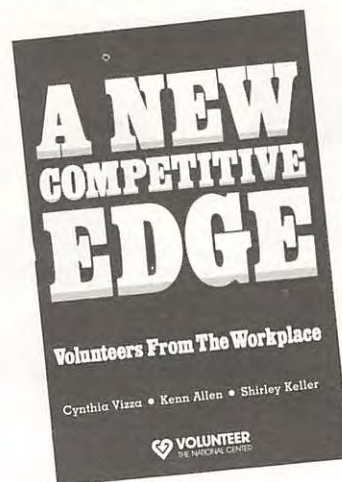
The significance of the volunteer movement in this country is indeed great. Thousands of men and women work tirelessly year round in the hope of bettering the lives of those in need. Individuals engaged in volunteer work are estimated to provide more than \$65 billion in services to the people and communities of the United States.

Though volunteers are not compensated monetarily, we in the Congress can do something to recognize the value of their efforts. I have introduced [a resolution], which calls upon the Federal Government, State and local governments, charitable and service organizations, and private employers to take into account volunteer work in the consideration of applicants for employment. The Concurrent Resolution also states that provision should be made for a listing and description of volunteer work on employment application forms.

Currently, more than 35 states and a number of local governments accept volunteer experience on applications for state jobs. The Office of Personnel Management considers the volunteer experience of applicants for Federal Civil Service jobs. About 100 major companies in the private sector, including Levi Strauss, Kaiser Aluminium, Marriott, Coca Cola, United Airlines, Xerox, TRW, AT&T and Sears Roebuck recognize volunteer experience when they hire people. Organizations that support this concept include the Chamber of Commerce, the National Association of Manufacturers, the Association of Junior Leagues, the Association of Volunteer Administration and the American Association of University Women.

This Concurrent Resolution will not cost the employers or the Government any money. It will not require businesses to hire anyone. But, for those who have served as volunteers and gained valuable experience, consideration of their work can be an important tool in landing a job.

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# A COMPUTERIZED SKILLSBANK: How Do You Build One?

By Patrick Saccomandi

If you have a dBASE III software package or its equivalent, how do you use it so that it can handle the registration of volunteers and the entry of requests for volunteers? How do you get it to match one to the other and to handle your requirements for day-to-management reports and summaries of statistical information?

For the past 10 years, I have thought about these questions as I have consulted with Volunteer Centers and programs throughout the country. I'm putting down my conclusions here. Described below are the data fields I would use, what I would want the matching process to look like, how I would construct skill/interest taxonomies, how I would deal with volunteer preferences for clients, time availabilities, geographic locales, and what kind of printouts and screen displays I would like to see.

It is my "ideal system." It handles all I can think of that I might want to do.

## A. Volunteer Registrant Information

As you can see on the side panel of data fields for volunteer registration, "I want it

*Patrick Saccomandi, VOLUNTEER's computer consultant, is a leading expert on computers and database management applications for community-based, volunteer organizations. In 1979-80, he consulted for VOLUNTEER's Skillsbank Project, funded by the Mott Foundation, which developed the popular Skillsbank Manual (out of print). Now that information is available in a new software package called Resource Match, upon which this article is based.*

all." I want the address fields to cover all the possibilities—corporate volunteers with complex business addresses to the simple at-home three-line address of the typical volunteer. I want Mr/Ms/Dr etc. for the name so that I can later merge information from this file to a word processed letter and have personalized inside addresses and salutations. The option to record the registrant's occupation, employ-

er, sex and birthyear also needs to be available.

For the other background and preference information (education, ethnicity, transportation requirements, time availability, geographic locale, previous volunteer experience and client group preference), I want the ability to set my own codes according to the needs of my own agency.

## VOLUNTEER REGISTRANT INFORMATION

Registrant ID#	Vol Type (Corp., Court Ref., etc.)
Last Name	Street Address-Line #1
First Name	Street Address-Line #2
Middle Initial	City
Prefix (Mr/Ms/Dr./etc.)	State
Home Phone	Zip
Business Phone	Business Address-Line #1
Best Time to Call	Business Address-Line #2
Birthyear	Business City
Male/Female	Business State
Ethnicity	Business Zip
Education Code (multi-value)	Occupation
Ed Year (for each Ed Code)	Employer Code
Transportation Ability	Medical/Physical Limitations
Time of Day Availability	Geo Code (can include clusters)
Available Start Date	Court Name (for court referrals)
Available End Date Court Officer (for court referrals)	Corporate Team Code/Name
Total Vol Hours Wanted/Required	Previous Vol Experience Code
Client Group Pref. (multi-value)	Termination Date from Roster
Skill/Material Codes (multi-value)	Termination Code
Method of Involvement (per skill)	Comments (unlimited text)
Level of Proficiency (per skill)	
PLUS four unnamed fields whose purposes are specified by the user	



Knowing what I do about the power of computers to handle these code designations, I would look for the ability to create "table look-ups" for these codes. A look-up file is composed of two elements, the code and a description for it (such as the number "3" for a client preference code and "Handicapped/Disabled" for the description of it). This look-up feature also means that I don't have to type the text descriptions, as the computer automatically prints out the text instead of the code. A table file is something that can also be changed whenever I want to add, delete or alter a code.

The most important use of these table look-up files will be for the skill and interest taxonomies. My list of skills codes may be 100 categories or 1,000 categories long. The software would need to be able to deal with either. I would also want the software to handle how the registrant wants each skill applied (as a board member, in direct service to an individual, for technical assistance to an agency, etc.), and the level of proficiency for each of these roles.

I ask all of this because I know, as a volunteer administrator, I will be asked by a requestor for a volunteer who is an accountant who wants to be on a board and who has a high level of experience as a board member in that position (or some such set of criteria).

And, to wrap it up, I would want a "comments" field where I can write up to a paragraph of text, because court referred volunteers are now such a large part of volunteerism, I want the fields to handle their needs. And (how about this!) I would want this whole registrant data file to be able to handle material donations and other resources that I might want to match to requests.

## B. Request for Volunteer/Material Information

The request data fields, in large part, need to mirror the registrant data fields, as can be seen by the side panel listing of fields. I would want one structural difference—divide the agency information into two files, with the agency background information in one and the specific job requests in another.

This is desirable because any one agency will likely have several requests. I would thus be able to enter the agency background information only one time, and have the computer automatically join it to each of the job requests for that agency, thus saving me a lot of duplicate entry.

## REQUESTOR BACKGROUND FILE INFORMATION

Requestor ID Number	Type (eg, United Way)
Requestor (Agency Name)	Origination Date
Department	Contact Name
Street Address-Line #1	Contact Title
Street Address-Line #2	Phone
City	Affiliation Status
State	Fee Payment
Zip	Fee Payment Date
Description of Services	Termination Date
Last Update	Termination Code
Comments (Open text)	

## C. Matching Volunteers to Requests

Now, I want this "ideal" system to be able to match volunteers to requests, requests to volunteers, or simply give me the volunteers or requestors that meet criteria I may set myself. Naturally, I want this matching process to be both easy to use, yet flexible enough to handle very complex sets of criteria. I would want it to have these characteristics:

■ **Menu driven:** For most operations, I want the computer to lay out choices that can be executed by a simple key stroke.

■ **Set-up of match criteria:** For volunteer-to-requestor matches, for example, the computer should display the volunteer's skills and preferences on the screen (so that I do not have to look them up and enter them myself). I should then be able to modify these criteria if I think that will more likely result in finding suitable positions for the volunteer. A similar screen set-up would be used for requestor-to-volunteer matches.

■ **Winnow on screen:** This means that once the computer has found the volunteer positions or volunteers that match my criteria, I will have the ability to go through each one individually on the screen and select the ones I want to match up. In this way, if 20 volunteer positions meet the initial selection criteria, I can winnow through them until the best three are identified for referral.

■ **Standard query language option:** This means that I can choose NOT to use the menu set-up and be able to directly command the computer to display volunteers or positions that meet my criteria. The typical query language would look something like this: "SELECT VOLUNTEERS WITH SKILL EQUAL TO H104 AND AGE GREATER THAN 45 AND SORT BY ZIP."

I want this ability because, as my skills

with the computer grow, I will often be able to make the computer perform faster by directly working with its own language than by going through the one-two-three steps of the menu process.

■ **Direct access to standard reports and mail-merge documents:** I want the system to come with standard report formats (e.g., mailing labels, follow-up letters to requestors, etc.) that I can immediately use, once I've made my volunteer or requestor selections.

■ **Save to list/use list options:** For any selection of volunteers or requests, I want the ability to save this list so that I can go back to it later (and not have to re-select them). This will save a lot of time.

## D. Tracking of Matches

I will want the computer to help organize the follow-up process. Once referrals and placements are made, there is the need to check on them to see if all is OK, to tally hours served by the volunteers, to remind requestors to report back on the progress of a referral and the like. At the minimum, the system should be able to record and track for each volunteer and requestor:

- Appointment dates
- Referral dates
- Placement dates
- Follow-up dates (tickler dates)
- Reasons for the follow-up (a text field)
- Hours of the volunteer
- Dollar equivalency of the volunteer's work
- A code giving my assessment of the status of the referral/placement
- Termination date
- Termination reason

I would then want the computer system to have the following features:

■ **Menu driven:** For quickly getting into the right file to update the activity log and to make use of report and letter formats used in the follow-ups (e.g., a computer-



# I want this "ideal" system to match volunteers to requests, requests to volunteers, or simply give me the volunteers or requestors that meet criteria I may set myself.

generated letter that goes to a requestor once a volunteer has been referred to him/her/it).

■ **Automatic posting among files:** For any follow-up activity, only one screen entry should be needed to update all related volunteer and requestor records (e.g., if a volunteer terminates from a placement, that change will be made to both the volunteer's file and the requestor's file).

■ **Automatic "flagging" of important performance measures and needs for action.** This means that I want the computer to be able to compare the number of volunteers a requestor wants with the number that has been placed and to provide listings of those that still need more referrals. Similarly, I want it to be able to quickly provide listings of all those follow-up calls that need to be made this week (or whatever time period I select). In this way, I and my staff will have much of our tasks organized for action.

## E. Report Generation

Here again, I want ease-of-use and power. I want the system to be able to produce printed and screen reports through both:

■ Standard report and letter formats accessed by menu options

■ Custom formats I can design myself (specifying the fields to be reported, their format on the page and their sorting order (alphabetically, by zip code, etc.))

For the standard report formats, I want to be able to specify the selection criteria for the records, the report title, date and starting page number, the sorting order, and its output to printer or screen. A list of standard report formats I would want is given below. Each should be accessible directly from the match and follow-up menus that pertain to them. They should also be usable for lists selected by the system's query language capability.

—Mailing labels

—Volunteer registrants—full file report

—Requestors—full file report

—Volunteer resources directory—organized in order of skills

—Requestor needs directory—organized in order of needs

—Volunteer follow-up call sheet—contact information, dates and follow-up comments information

—Requestor follow-up call sheet—contact information, dates and follow-up comments information

—Volunteer statistical summary—counts of key descriptive fields

—Requestor statistical summary—counts of key descriptive fields

For the "letter formats," the system should provide a set-up screen that enables the operator to type in the body of text for the letter and to select the data fields to be used and their placement in the document (e.g., the address fields for volunteers for the inside address of the letter).

The system's on-screen text-editing capabilities should be comparable to that of popular word processors. A letter, therefore, can be customized for virtually any purpose (referral and appointment follow-ups, thanks you's, birthday greetings, re-

mindings to requestors, etc.) and produced for any selected list of volunteers or requestors.

## F. Performance Requirements

Obviously, I want this system to run fast and smooth. In order to assure this I would like it to include:

■ **Indexing key fields for "eye-blink" search times:** Names of volunteers and requestors, skill codes and geography cross-referenced. The user can choose to index other fields as needed.

■ **Automatic duplicate checking:** When a new volunteer or requestor is entered, the system very quickly displays the names and addresses of records that may be duplicates.

■ **Variable length field structure:** Fields expand to the size needed for an entry. If a field is not used for a record, no storage space is taken up on the disk.

■ **Multi-valued field items:** This means that a volunteer's record, for example, can hold one skill or 20 (or whatever). A requestor can identify two job positions or ten, etc.

■ **User entered "table files":** As I already described, these files exist for skill categories, geographic zones, time availability periods and the various codes listed in the data base. They permit the user to self-define, for example, skill categories and their descriptions. The system can thus display the full description of a skill when only its code is entered into the volunteer or requestor file.

These tables also permit the "cluster-

## JOB DESCRIPTION FILE INFORMATION

Requestor ID#	Job ID#
Request Date	Job Title
Program Area	Job Duties
Work Address-Line #1	Contact Person
Work Address-Line #2	Contact Phone Number
City	Start Date
State	End Date
Zip Code	Time of Day for Work
Number of Volunteers Needed	Total Number of Hours Needed
Client Groups Served	Previous Vol Experience Required
Training Provided	Job Publicity Date (multi-value)
Benefits Provided	Media Used (eg, newspaper) per Date
Geographic Code	Skills/Material Codes (multi-value)
Transportation Needed	Involvement Method (per skill)
Education Required	Level of Proficiency (per skill)
PLUS four unnamed fields whose purposes are specified by the user	



ing" of geographic and time availability codes, so that a single code can represent many zip codes or times of the day and week. Initially filled with suggested data so that the system immediately is operational, modifications to them can be made through a normal update screen.

■ **Help windows:** A keystroke provides immediate insertion of help windows with instructions to using the function at-hand, and lists of geographic codes and other table file references.

■ **On-screen cursor control:** The operator can move forward and backward through a record's entry screen, page up and down through lists, repeat the data for a field from a previous entry, have data entry validated according to pattern and size (e.g., only dates can be entered in a date field), invoke defaults and make use of the many other attributes of a sophisticated editor.

### **G. Installation Disk, Manuals and Sample Data**

Any good system should come with an installation disk that steps the operator through the initial loading of the software and file structures onto the operator's own equipment.

Manuals should be clearly written and cover all operations.

Given that this system is sophisticated, it should come with menu options to routinely handle the back-up and restoration of data and software onto tape or floppy disk media.

Also, the table files, defaults and similar supports are initially filled with recommended settings and data. This means that the system is immediately operational, needing only the registration data from the user's volunteer and requestor records.

Last, but not least, I would hope that the software also is capable of being used in a computer network

OK, so I have high hopes. That is a lot to expect from a computer program, especially one that won't cost six months of your salary. So, to be sure that I have what I really want in a software package, I had one created to just the specifications I have listed here. It is called Resource Match and will be showcased in Orlando in June at VOLUNTEER's annual conference. It will cost \$779 for the version that runs on IBMs and IBM-compatible machines, and a scaled-down version for Apple IIes will cost \$295. One of these software packages may be for you. A descriptive flyer is available from VOLUNTEER.

## *Beyond the Basics*

# **DESKTOP PUBLISHING: 'The Deadline for Your Organization May Be Now'**



**By Denise Vesuvio**

**T**he deadline for mailing your newsletter is five days away. Copy is written, typesetting complete and the layout finished. The printer is ready to start production. Everything is fine, right?

Wrong!

All at once you discover that the story on page two about the special event misspells the name of the chairman's wife. Your executive director wants to add a small note to page three requesting donations to help cover repairs from a recent flood. And your layout artist cut the story on page five to make it fit but eliminated the names and descriptions of three major contributors.

Now is the time to think about desktop publishing.

Desktop publishing, a term coined by the marketing division of the computer industry, is a phrase describing an activity that uses a micro computer, software package(s) and a high quality printer to produce camera-ready pages for your printer or interesting graphics for display. It makes those changes and problems described above quickly resolvable, instead

of a major and costly production with conventional typesetting and layout.

Desktop publishing replaces the need for a typesetter and paste-up or layout artist (for the flush organization) or for rub-off letters and cut-and-paste typewriter-produced copy for the creative agencies operating on shoestring budgets.

Many agencies have discovered the advantages of using the micro computer as a tool in laying out a page and setting copy. Instead of costing \$125 to \$400 per page for producing typeset documents, desktop publishing reduces the cost to \$25 to \$75 per final page. One major savings is the result of not typing the story or text twice—first to give to the typesetter and a second time by the typesetter.

Most studies have shown that an agency can save 35 to 65 percent of the cost of producing a brochure, manual or newsletter through desktop publishing. Equally significant is the production time. The Public Interest Computer Association has worked with nearly 50 organizations in making the transition from producing newsletters and brochures with outside support, typesetters and layout artists, to an internal function using a micro computer with desktop publishing equipment.

The most impressive savings that those organizations experience is reduction in time! What typically took a month or more to process—from writing and editing stories, to sending the text to the typesetter to pasting up the pages—has been reduced to a two-week process or less! In addition, last-minute changes and corrections that could add another week to the production schedule are completed in a few hours.

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*Denise Vesuvio is executive director of the Public Interest Computer Association (PICA), a nonprofit computer resource center that assists nonprofit organizations in making appropriate use of micro computers and related technology. It offers membership services, technical and consulting services, education and access services. Write PICA, 2001 O Street, NW, Washington DC 20036 or call (202) 775-1588.*



Needless to say the benefit of reduction in staff frustration cannot even be estimated.

Desktop publishing allows you to:

- Type the stories or promotional copy.
- Edit the text.
- Make corrections.
- Layout a designed page.
- Create and enter graphics to the page.
- Layout and place the text.
- Determine the font, type size, font style, etc.
- Print the page.
- Make final corrections to the entire document.
- Print a camera-ready copy for the printer.

A high resolution printer, such as a laser printer, makes the black and white page contrast significant enough for the printer to make multiple copies.

Nonprofit agencies are using desktop publishing to produce:

- Monthly newsletters
- Volunteer recruitment brochures
- Flyers and announcements
- Signs and displays
- Quarterly magazines
- Volunteer or board training manuals
- Volunteer recognition invitations
- Training overhead transparencies and graphic slides
- Maps with various shaded areas to represent demographic trends
- Graphs and pie charts to show budget or service breakdowns
- Annual reports that incorporate charts and text
- Conference brochures with directional maps

These are but a few of the variety of promotional materials that can be produced on desktop publishing. Creativity abounds! One of its best features is the ease with which you can include text and graphics on one page without the time-consuming task of pasting numerous pieces of paper and trying to get them to line up correctly.

All of this is done by combining features of a variety of software packages—word processing and graphics—into a final page through the use of page layout software.

### An Example of the Process

Let's design a volunteer recruitment brochure with desktop publishing. The beginning process is the same as with conventional brochure production:

First, determine your audience and the theme that will attract it. Next, select a design artist who will help convey your

message aesthetically. Placement of text and graphics on a page and the selection of the type font, style and size throughout a brochure are special skills of an experienced artist. Desktop publishing page layout software will replicate that design and format, but it cannot create it without the support and direction of a talented and knowledgeable graphic artist.

Write the copy and type it on the micro computer using a word processing program. Go through the normal editing steps, and make the corrections on the computer in the word processing software. Naturally, the switching of paragraphs and sentences is much easier with a word processing program because it avoids the need to retype the text.

Let's say you want a graph to visually demonstrate the increased need for volunteers to help with client services over the past three years. This will allow you to

incorporate a graphic display of the growing need and attract the reader's eye to the importance of their involvement. You can use either a feature within an existing database package (some databases take statistics and create charts) or within a graphic software package that will allow you to develop it.

Now you have:

- The brochure design from the graphic artist. It tells you the type font (Helvetica or Times), the size of the text (10 point, 24 point, etc.) for general headlines and body of the text, and the type or style of text—such as bold for the headlines and italic for the captions under the graphics. In addition, you know what lines and shaded box areas to place on the page to give accent and highlights.
- The copy for the brochure is in the word processing software file and has been completely edited and approved by the powers that be.
- The bar chart is completed and is in a graphics software file.

You are ready to use the page layout software.

Your brochure will be printed on a standard 8½ x 11 sheet of paper. The printer will fold it in half width-wise to give you the appearance of four pages—a front, back and two inside panels. This means that as you set up your document, you will be thinking of each page as 5½" wide x 8½" high.

When you open a new file for this project, you will:

1. Specify the size of each page, the margin size, orientation of the page (wide or long) and the number of pages. Your document will be four pages.
2. A blank first page will appear on your screen. Start by putting guides and rule lines that will help you place and line up the text and graphics on the page. If these are standard for each page, place them on the master page. If they will not be the same for each page, put them each on a separate page.
3. Place all text that will appear in a single column on each page. You have the option of using multiple columns. In your document you have headlines and most of the copy appearing in one column on each page, except for the last page where the headline will extend the width of the page and then two columns of text describing the benefits of volunteering that will appear below.

To put the text that has been prepared in the word processing software, you will use a "Place" or "Input" command to select

## SUGGESTED READING

### Books

*Art of Desktop Publishing*, Tony Bove, Bantam Books, 1986, \$18.95

*Desktop Publishing A to Z*, Bill Grout, Osborne-McGraw Hill, 1986, \$17.95

*Desktop Publishing*, John Berry, Dow Jones Publishing Co., 1986

*Laser Write It*, James Cavuoto, Newsletter Clearinghouse, \$18.95

*Personal Publishing with the Macintosh*, Terry Ulick, Personal Publishing, \$24.95

*Zen and the Art of Macintosh*, Michael Green, Running Press, 1986

### Periodicals

*Desktop Publishing*, bi-monthly, Bove & Rhodes Associates, P.O. Box 5345, Redwood City, CA 94036, \$24/year

*Electronic Publishing*, monthly, 4720 Montgomery Lane, Suite 2000, Bethesda, MD 20814, \$95/yr.

*Publish!*, bi-monthly, P.O. Box 51966, Boulder, CO 80321-1966, \$25/yr.

*Personal Publishing*, monthly, P.O. Box 390, Itasca, IL 60143, \$30/yr.

### Reports

"Publishing on a Desktop," Small Computers for Nonprofits, November 1986, 1052 West 6 Street, Suite 714, Los Angeles, CA 90017, \$2.50/copy

"Desktop Publishing Programs," *Software Digest*, August 1986, 1 Winding Drive, Philadelphia, PA 19131-2903, \$45/copy

"Desktop Publishing," *Resource Notebook*, October 1986, PICA, 2001 O Street, N.W., Washington, D.C. 20036, \$2.50/copy



# Desktop publishing replaces the need for a typesetter and graphic artist (for the flush organization) or for rub-off letters and cut-and-paste typewriter-produced copy for the creative agencies operating on shoestring budgets.

the file with each story or section. Designate the location of the text by placing it at the beginning point in the document.

4. As you place the text, highlight the text and select the features you want for the text. For example, the front page will have the headline in 18 point Helvetica bold type, with 20 point leading. The underlining subheadline will be in 14 point Helvetica italic type, with 16 point leading. The body of the copy on each page is 12 point New York Times type, with 13 point leading.

Be sure to save your document to a disk regularly. I recommend saving every 15 to 20 minutes when using desktop publishing.

**Point(s):** The measure for type sizes in the typesetting industry. There are 72 points to an inch.

**Leading:** The amount of white space between two lines of text, measured in points. It is measured from the top of one line of a letter to the top of the next line, and the standard is to have the leading one point greater than the point size of the text.

5. Next, set your columns. For instance, you have two columns on the back page. Find the column guides, designate two columns with 1/4" of space between the columns.

6. Now place that section. When you come to the end of the first column, select it and you will get an icon that indicates you can finish placing the text. Put that in the top of the second column and click. The remaining text flows into column two. Specify the characteristics for the copy.

7. Now you have placed all the text for the brochure. It is time to work on the graphics. First, you will put the graphic chart on the bottom of page three. The place com-

mand or process for graphics is the same as it was for the text. Select the chart file and indicate its location.

8. You can make only size modifications to the graphics when it is in the page layout software. Your graphics extend beyond the page margin and you want to fix it. Use one of the numerous time saving features of page layout software.

Shrink it! Typically, highlight the graphics, grab a corner of the box and pull it into the exact space. The software will automatically adjust it proportionally.

9. Now type the caption for the graphics directly. You can use the word processing feature in the page layout software. Warning: Use the word processing feature only to make slight additions or corrections. Don't use it as you would regular word processing. Highlight the caption and choose 10 point italic type with 11 point leading. This will indicate that it is different than the other text.

10. You are not quite done. The graphic artist has indicated that there are lines and boxes for accent on each page. Now is the time to draw those on the page.

First, a box with a half point line goes around the chart and caption. Select the feature to draw the box and the size of the line. Draw it. Second, a two-point line goes on the top of the front page above the headline. Go to page one, again select the feature to draw the box and the size of the line. Draw it.

11. Now print the page and preview. You may find that there are a few corrections or modifications you want to make. Go back to the file and make those changes to each page.

12. Print out the final pages on high quality paper designed for desktop publishing. This gives greater resolution for the printer. This paper can be purchased from most large supply stores and costs between \$3 and \$5 per ream.

The process is completed! Once you become skilled at using the page layout software, the process described should take only about 3 hours to complete. This replaces the time normally required by the

## QUICK PURCHASING TIPS

### Laser Printer:

☐ Does the laser printer use Postscript as its operating/programming language?

It is predicted that Postscript will become a standard for laser printers. In addition, many of the special additions you can get for your printer require Postscript. Your computer salesperson can tell you if the laser printer operates with Postscript.

### Page Layout/Desktop Publishing Software:

☐ Is the software package you are considering at least a second generation (or version) of the package? And when is the next scheduled release of a new version of this software?

With desktop publishing page layout software, it is my personal recommendation that you not purchase a first version, just released software package. Typically, all the quirks have not been worked out on first versions, or there is a limit to what you can do with the software. The packages that have produced a second or even third version (like Ready, Set, Go and PageMaker for the Macintosh) have added features for the same price or comparable price to the original without you paying for the upgrades. Upgrades can be free—if the newest version is overdue on the market—or costs only between \$25 and \$100. One thing is true—the more you use the software package, the more those new features in the upgraded versions will be important to you!

### Computer:

☐ Is the computer a system that you will want to use for other office activities?

If the answer is yes, are the other software packages you need available for that computer?

With desktop publishing software available for the Macintosh and the IBM-PC computers, there is no reason to just buy a computer for desktop publishing. And, it is important to have compatible computers within your organization.



typesetter and paste-up or layout artist.

For best results, you should use a laser printer. It prints at a rate of 300 dots per square inch and gives the high resolution that is needed by the printer. For comparison, the average typewriter and high quality dot matrix printer prints at less than 72 dots per square inch. In the typesetting and printing industry, dots per square inch is represented by "dpi."

If you don't have a laser printer you have several alternatives:

Many quick print copy shops are including laser printing as a service. Typically, the service is available only to people using Macintosh computers. The shop will let you bring your disk and software and print laser printed pages for a fee. This is self service. Prices across the country range from \$5 to \$20 for rental of the equipment and 50 cents to \$2.50 per printed page.

The Public Interest Computer Association offers this service to member nonprofit organizations in the Washington D.C. area at a cost of \$10 per hour and 50 cents per printed page. You may wish to check for similar arrangements from nonprofit technical assistance groups in your area.

### Benefits of Internal Production of Promotional Materials

Desktop publishing gives organizations several important benefits over conventional page production:

- Control in the production of promotional materials
- Creativity in the process
- Reduced staff frustration caused by corrections and changes

It is predicted that desktop publishing will change the features of software packages. More of the features found in page layout software, for example, will become components of word processing software. This already has happened in the newest version of the MicroSoft Word (word processing) software package for the Macintosh. It includes all the standard features of a word processing package with the addition of drawing boxes and lines and setting columns.

Clearly desktop publishing is an important incentive for purchasing a computer for those agencies that currently are without an in-house computer. For those organizations with computers, the acquisition of software might be an important purchase.

So don't wait until it's too late. The deadline for looking at desktop publishing for your organization may well be now.

# ABOUT OUR CONTRIBUTORS



**Gayle Jasso** ("How to Develop a Successful Speakers' Bureau," page 12) is vice president and manager of the community affairs division of Security Pacific National Bank, headquartered in Los Angeles. Her statewide responsibilities include corporate volunteerism and community education. Security Pacific's volunteer programs include SecuriTeam, consisting of nine California chapters with over 4,000 employees and retiree members who contribute over 40,000 hours of service each year; the TalentBank, over 20 acts composed of volunteer employee and retiree performers who rehearse and perform for the community on their own time; vocational educational programs, which annually train 4,500 high school and adult students from 200 California school districts; and the SpeakersBank, an employee and retiree volunteer speakers' bureau.

Jasso has received numerous awards for her contributions to the community. Security Pacific's volunteer programs received the President's 1986 Volunteer Action Award for Best Overall Corporate Effort. Jasso accepted the award from President Reagan on behalf of Security Pacific.

She has an M.A. degree in English from California State University at Los Angeles and Professional Designation in Public Relations from the University of California, Los Angeles.

### Steve McCurley

("Protecting Volunteers from Suit: A Look at State Legislation," page 17) is an internationally known trainer and consultant on nonprofit management, fundraising and volunteer involvement. He gives over 100 seminars each year for groups as diverse as federal government agencies, Volunteer Centers, hospital associations and corporations.

The author of more than 40 articles and



papers, he served for several years as VOLUNTEER's director of program services, providing training and technical assistance to over 1,600 member agencies.

With Sue Vineyard, he is the author of *101 Ideas for Volunteer Programs* and the recently released *101 Ways to Raise Resources* (see listings in Tool Box).



### Laima Rastikis

("Kettering Fire Department Breaks with Tradition," page 30) has been responsible for public information and media relations duties for the City of Kettering, Ohio, for the past 10 years. In addition, she oversees the City's highly successful volunteer program, which is run on a day-to-day basis by the volunteer coordinator. Rastikis holds an B.A. and M.P.A. from the University of Dayton.



### Joyce E. Conner

("Kettering Fire Department Breaks with Tradition," page 30) has been volunteer coordinator for the City of Kettering since 1979. She developed the ACTIVE (Area Citizens Together in Volunteer Education) Volunteer Program for Kettering, which is structured so that volunteers assist various City departments on a regular basis. In 1984, she was assigned additional duties of recruiting volunteer firefighters for Kettering.

In 1983, Conner was named by the Dayton Daily News as one of the Ten Top Women of 1983 in the Dayton area for her efforts in developing Kettering's ACTIVE Volunteer Program. She also received the Mayor's Special Award for outstanding achievement from Kettering Mayor Gerald Busch.

She is a graduate of Ohio University and the first graduate of the new Volunteer Management Program at Sinclair Community College.

She has been active in many leadership roles in church, school and community.



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# Kettering Fire Department Breaks with Tradition

**Not by abandoning the use of volunteer firefighters, but by appointing a professional volunteer manager.**

By Laima Rastikis

**F**orty years ago, a community determined to improve its quality of life created a volunteer fire department in Van Buren Township, Ohio. The township has since become the City of Kettering, named for its most outstanding inventor and philanthropist.

Kettering still maintains the proud tradition of volunteer firefighting, making it unique for a city with a population of 62,000. Today, about 100 volunteers and about 40 career firefighters, including paramedics, combine to provide fire protection in the city. Societal and economic changes, however, have made it more difficult to recruit and retain volunteer firefighters. In August 1984, Kettering broke with tradition—not by abandoning the use of volunteer firefighters, but by appointing a professional volunteer manager, whose job is to maintain a viable volunteer firefighting force to augment the career Fire Department personnel.

## The Problem and a Remedy

In recent years, it has become difficult to recruit and retain volunteer firefighters. Kettering has a more mobile population. Older citizens make up a greater percentage of the population. There are fewer third shift manufacturing jobs, which reduces the pool of daytime volunteers. Recreation opportunities and personal interests create competition for a person's leisure time.

All of these, plus the fact that new fire-

fighting technology requires more training and thus more time on the part of a volunteer, made it obvious that something had to be done. In spite of these obstacles, the City of Kettering is committed to retaining its volunteer firefighting force because of citizen support and the savings of \$2.5 million per year.

To deal with the problem of adequate staffing of the Fire Department, in August 1984 the City Manager appointed a professional volunteer manager whose responsibility is to maintain a viable volunteer firefighting force of 100 people or more.

According to the City's research, Kettering is the first jurisdiction in the country to experiment with the use of a professional volunteer manager to work in a fire department. Usually, volunteer recruitment is handled by a firefighter along with other duties.

Kettering now has a professional, a civilian whose sole responsibility is volunteer management and who has specialized skills in recruitment, interviewing, placement, recognition and evaluation. The individual chosen for the job, Joyce Conner, a certified volunteer manager, has been highly successful in developing another city government volunteer program in Kettering, which has involved 800 citizens as volunteers at City Hall and has saved taxpayers about \$1 million over the past seven years.

## Pursuing Goals

Previously, the Kettering Fire Department had not been aggressive in promoting its

volunteer needs. In the early days of the Fire Department, volunteer recruitment was not a problem, because there were lists of people waiting to serve as volunteers. In recent years, each station recruited its own volunteers. These efforts were fragmented and no single person's responsibility. The societal trends previously mentioned, however, now dictate that the Fire Department go to the people, because the people are no longer coming to it.

Today, recruitment, retention and recognition of volunteers in any setting has become a specialized set of skills that uses proven techniques. The volunteer manager uses many recruitment methods, but also recognizes that recruitment of new volunteers is only one aspect of the job. Retention of existing volunteers is equally, if not more, important. It is not something that happens without deliberate effort. Keeping up the morale of the present volunteers now goes hand-in-hand with recruitment.

Overall, the volunteer manager pursues these goals:

- To recruit new volunteer firefighters by generating more ongoing publicity and undertaking special recruitment campaigns and promotional activities.
- To retain existing volunteer firefighters by building morale through expanded recognition and improved intra-departmental communication.
- To build public awareness by enhancing the image of the volunteer firefighter through positive publicity and by educating the public about the structure of the

*Laima Rastikis is the community services manager for the City of Kettering, Ohio.*



Fire Department, including responsibilities and skill levels of volunteers, as well as the City's need for additional volunteer firefighters.

The budget for this program was \$20,000 in 1986.

### Overcoming Obstacles

The most important statement to be made about the obstacles encountered in implementing this program is that there were, indeed, very few. The concept, developed by the City Manager and his staff, was wholeheartedly supported by City Council, City staff and the Fire Department administration. They all believe it is Kettering's best chance to retain its volunteer firefighting force, which is considered one of the City's highest priorities.

The most significant obstacle was the acceptance by the volunteer firefighters themselves of an "outsider" as volunteer manager. Their support would be an important part of the efforts at providing publicity, recruitment of new volunteers and morale building among the existing volunteers.

This obstacle was anticipated, and so the hiring, on a part-time basis, of a recently retired 30-year veteran of the volunteer force—someone well liked and highly respected—was considered an integral part of the program from its inception. His presence at initial meetings with the volunteers lent credibility to the civilian volunteer manager and her task. He has also been an invaluable resource, providing information about the Fire Department's background, policies, history, traditions and personalities, as well as technical information on firefighting practices.

### Measuring Success

The program has succeeded in maintaining a viable volunteer firefighting force in Kettering. Sufficient numbers of new volunteers have been recruited to compensate for expected turnover. Thirty-two new recruits have completed initial training. This has been done primarily through increased publicity in the news media and the positive results of special recruitment campaigns, such as the first-ever local Volunteer Firefighter Week, developed by the volunteer manager.

Perhaps more important is the fact that the program is building morale among its existing volunteers, whose skills and experience are critical to fire protection in the community. Exit interviews reveal that volunteers who have left recently have done so for reasons other than dissatisfac-



Ethan Allen message posted during Volunteer Firefighter Week.

tion, such as job promotion, moving away, health and changes in family obligations.

The volunteer manager has introduced more effective recognition activities involving City Council and the City administration. These activities range from personal letters from the Mayor to specially designed awards. These activities let the volunteers know that they are appreciated by the City's top officials.

The recognition of volunteers now includes gestures of appreciation to the families of volunteer firefighters, who, in a way, also respond to fire calls with inter-

rupted meals and missed family gatherings. These amount to a tremendous sacrifice on the community's behalf. One example of the family recognition was a Father's Day promotion in which specially designed T-shirts, printed with the message, "My Dad's a Kettering Volunteer Firefighter," were given to the children of the volunteers. This promotion was considered a huge success. Another promotion took place on Valentine's Day, when mugs with the message, "I love a Kettering Volunteer Firefighter," were given to the "sweethearts" of all the volunteers.

Intra-departmental communication has also been improved by City sponsorship of a retreat in early 1985 for volunteer and career firefighters. It included representatives of these two groups, the Fire Department administration, the Personnel Director and the City Manager's top staff. The purpose of this retreat was to identify and prioritize the Fire Department's most important issues.

The group arrived at a manageable list of priorities for the year. The list of priorities was not tucked away in a drawer and forgotten. These issues were addressed and the results reported back to the firefighters promptly. For example, one of the needs expressed during the retreat was the need for management training for the volunteer officers. A two-day management seminar on interpersonal communications and supervisory techniques was held for the officers in March 1986.

The accomplishment of the third goal—public awareness—is not easily measured. Although the City has surveyed resi-





*Volunteer management requires a level of knowledge and sophistication that fire departments 20 years ago might have considered frivolous.*



**Volunteer firefighters at work.**



**Kettering Mayor Busch (rt.) presents award to volunteer firefighter.**

ponents regarding their satisfaction with fire protection in general, it has never tried to gauge formally the public's awareness about the structure of the Fire Department or knowledge about the volunteer firefighter's job. City officials believe, however, that until this year, there was some confusion about these subjects on the public's part. In Kettering's biannual public opinion poll, conducted in May 1986, residents were asked if they were aware of the structure of the Fire Department. A surprising 76 percent said they knew that Kettering has a combination volunteer and full-time department.

This has led City officials to believe that the positive publicity is achieving the desired results. Since the program began, there has been more than 50 newspaper stories and 20 television features covering volunteer firefighters only, in addition to regular Fire Department coverage. Seven articles have appeared in the City's quarterly newsletter to all residents, and about ten stories have been in the City's employee newsletter. Numerous public service announcements have been aired on radio and television.

One good example of the kind of publicity generated by the targeted efforts of the volunteer manager has been the annual Volunteer Firefighter Week. This year, the second annual event was promoted by local newspapers, television stations and radio, and 35 Kettering businesses that publicly thanked the volunteer firefighters with messages on their marquees. Notices were also included in many local church bulletins and the Chamber of Commerce newsletter. Thirty-six businesses donated gift certificates for volunteer firefighters.

The retention of a viable firefighting force in any community is indeed a challenge in today's society. Economics, social trends and the competition for leisure time all point to this fact. No longer can communities rely strictly on informal methods. Volunteer management requires a level of knowledge and sophistication that fire departments 20 years ago might have considered frivolous. The City of Kettering is strongly committed to keeping its volunteer firefighters. Fortunately, Kettering has recognized that in order to do this, new and different approaches must be tried. The ways of the past are no longer effective by themselves. Kettering has taken the first innovative steps necessary to meet the challenge of volunteer management in its Fire Department in today's "high tech" world.



# 1987

## TAX DEDUCTIONS FOR VOLUNTEERS

Prepared by VOLUNTEER—The National Center

**A** number of tax benefits are available for volunteers under the general charitable contribution deduction of the Internal Revenue Code. Volunteers can deduct "unreimbursed out-of-pocket expenses directly related to the services given to a charitable organization" if they itemize their deductions on their 1987 tax return.

To take any of the deductions mentioned below, volunteers must make their contributions to a "qualified organization." A qualified organization is one operated only for charitable, religious, educational, scientific or literary purposes. Certain organizations that foster national or international amateur sports competition are also included.

The following are representative types of expenditures that volunteers can deduct:

- Direct gifts of money to a qualified organization
- Noncash contributions of property (e.g., clothing, household items, automobiles, etc.)
- Bus and cab transportation expenses
- Automobile mileage and expenses for gas and oil
- Parking and tolls
- Cost and upkeep of special uniforms
- Telephone bills
- Dues, fees or assessments made to qualified organizations

Automobile-related expenses may be deducted either at a 12-cents-per-mile standard rate or an actual expense basis. In any case, parking fees and tolls are deductible in addition to the standard mileage rate.

Foster parent volunteers may deduct unreimbursed expenses paid to provide foster care for children placed in their homes by a charitable organization. The unreimbursed expenses must be amounts spent to provide support for the child.

Volunteers may **not** deduct any of the following:

- Value of volunteer time or services
- Dependent care expenses
- Value of blood given to a blood bank
- Gifts to individuals
- Donations to homeowners associations
- General automobile repair and maintenance expenses

A charitable deduction is denied for travel expenses (including amounts expended for meals and lodging) while away from home, whether paid directly or by reimbursement, *unless* there is no significant element of personal pleasure, recreation or vacation in the travel.

The "out-of-pocket" requirement eliminates from deduction any amount that is to the direct benefit of the taxpayer (or taxpayer's family) rather than to the organization. Thus, for example, most meals and entertainment are excluded.

Items for which a volunteer receives reimbursement may be deducted only to the extent that actual expense exceeds the amount of reimbursement.

In general, the following requirements may apply to the above deductions:

1. Must be amount actually paid during the taxable year, not just a pledge.
2. Must be made to a qualifying organization.
3. Must be actual out-of-pocket amount, i.e., if a banquet ticket is bought, the deduction is the amount in excess of the actual value of the meal.
4. Must be recorded. The volunteer should maintain records of the name of organization contributed to and details about each contribution.
5. Where possible, especially for large gifts, a statement of donation should be obtained from the donee organization.

A volunteer tax recordkeeping form is on the reverse side of this page.

*More detailed information can be obtained from the Internal Revenue Service. In late 1987, Publication #526 on Charitable Contributions, which gives more instruction on what can and cannot be deducted, will be available from the IRS Forms Office.*



**1987**  
**VOLUNTEER TAX RECORDKEEPING FORM**

Name of Volunteer \_\_\_\_\_

Organization (complete a separate sheet for each organization for which you volunteered) \_\_\_\_\_

[illegible]

Signature of Supervisor \_\_\_\_\_

Prepared by VOLUNTEER—The National Center, 1111 N. 19th St., Suite 500, Arlington, VA 22209.



# As I See It

Continued from page 2

ity as the donors of seventy-five copies of their memoirs (valued for tax purposes at the full retail price) to their alma mater, along with a request that the board of trustees consider naming the library for them.

Oh, and we are so good at coming up with excuses; there is no human need so compelling, no disease so threatening, that we don't have a rationalization equal to the task of putting off doing something about it. We're paying off our college loans; we're raising kids; we're saving up for retirement. We work hard for our money, and anyway we're ridiculously underpaid. In the present instance, I am a journalist and my wife is a city planner, currently specializing in that indispensable complement to the magazine business, solid-waste disposal. Between us, if we do our jobs right, we will give the world truth and a place to put it. Isn't that enough of a contribution? Do we have to sponsor a child and whale as well?

In general, the impression I receive from a year's worth of my own check stubs is of someone with a rather exaggerated sense of compassion for trees. I give money to the Botanic Garden so I can have trees to look at in the summer; I give money to the Nature Conservancy to buy trees I might someday want to look at in another part of the country. Once I even gave money to an outfit to plant trees in Brazil that I surely will never see, to forestall desertification of the tropical ecosystem. I seem to have convinced myself that this is the most important cause in the world. But I wonder: What sort of person, faced with the enormous burden of human misery and suffering in the world today, gives himself over so thoroughly to the cause of promoting photosynthesis?

What was so arresting about my friend's wife's suggestion was that it embodied a concept of charity as remote and irrelevant to our era as the ducking stool: charity as a personal involvement between those who have and those who need rather than as a distant link forged by good intentions and spare change.

In my life, and I imagine in many others, charity is something I take care of once a month, sending off checks in the same impersonal spirit as the letters that come in from Jane Fonda and Bishop Tutu—charity as a moral utility, billing me regularly in return for improving the world. At the end of the year, or over the course of several years, my total expenditures add up to a sum that I wouldn't mind having back. But it dribbles out fifty or a hundred dollars at a time and gets lost in the tidal ebb and flow of my checking account. Moreover, it doesn't provide much of an example for my son. Someday I hope he will appreciate all that his father has done to promote sound land use planning in tropical ecosystems, but I can't imagine that he draws much inspiration from it now, at the age of four.

Yet my friend's wife was certainly right, we have a lot of rooms. The problem isn't the rooms, it's the stuff inside them. On the one hand, I am embarrassed by all my possessions in light of such poverty as exists all around me. How could I justify my utter despair and outrage over a VCR that won't stay fixed, in the face of two kids who have to stand on the corner after school from 3:00 until 6:00 because their landlord figured out how to throw them out? On the other hand, I

wouldn't want them up in the den screwing around with the damned machine, either.

One year in college a bunch of us were asked to give up our rooms for the Christmas vacation to a group of underprivileged youths who were participating in some noble experiment in upward mobility. Everyone thought this was a great idea except for me, to whom an underprivileged kid was someone who used to beat me up and take my bus pass. So when I left for home that Christmas, I took both my blazer and my tweed sport jacket, my Wilson Pickett albums, and my clock radio. I came back in January and started unpacking all this hoarded loot, and of course my roommate found it the most disgusting display of bourgeois provincialism he could imagine. Then he looked up on the shelf and discovered that the upwardly mobile youths had swiped his radio.

So it is true, I have no sense of community with the poor, except on the most abstract plane of ideology. I have friends who are broke, naturally, but none who are poor. My identification is with people like me, who work for what they have, and have a lot, relatively speaking, because society values the work they do. Two generations removed from Ellis Island, and already I've started thinking like Henry Cabot Lodge.

But, damn it, there but for the grace of God go I, most likely going back for seconds on the meat loaf if I know myself. There we all go, with our VCRs and meetings in Puerto Rico and closets full of bathrobes. Certainly we have earned them. Certainly we have risen on merit pure and unalloyed. But in what does our merit consist, really, but the ability to make money, a set of middle-class skills and values that by and large we were born into, that will keep us from ever having to spend eight dreary hours looking after a pit full of construction materials. And will keep us from having to think very much about those who do. There but for the grace of God sit I.

And there, hy God, I lay, cozily enough with the wind rattling the door at my feet and the radiator trembling and sighing like a living thing, and giving off about as much heat. I awoke the next morning, early, to find the sky over Brooklyn the color of wet newspaper, and a romantic blanket of snow covering the litter on the sidewalk. Of course the first thing I thought was how inconvenient it would be to bring the VCR in to be fixed. Then I heard the emphatic, polytonic nose blow of the security guard's wife, and I realized that her cold had gotten worse over the night. She faced, on a day without snow, a minimum of an hour's ride by bus and subway to her job as a checkout clerk in a supermarket halfway across Brooklyn; God knew how long it would take her this day.

"Cau you call in sick?" I asked.

"Where would I go?"

There was only one thing to do, and I was proud for having thought of it. I reached for my wallet to give the woman ten bucks to take a cab to work, so she wouldn't have to wait for a bus. And then I remembered: I had left my wallet at the office.

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**NATIONAL VOLUNTEER  
WEEK:  
April 17-22, 1988**



# Tool Box

**From Here to There. Management Techniques for Volunteer Programs.** Revised ed. Voluntary Action Center of the United Way, 184 Salem Ave, Dayton, OH 45406, (513) 225-3056. \$8.50 + \$1.00 shipping/handling. (Make check payable to: United Way of Dayton Area.)

This manual has been updated and is designed to assist in putting together a volunteer program from development through supervision. It provides a checklist of supportive materials to complement chapters on program development, directing the volunteer program, recruitment, interviewing/placement, student volunteers, volunteer development, recognition, evaluation, firing volunteers. Sample recordkeeping forms are included.

**Recipes for Fun.** Let's Play to Grow, 1350 New York Ave, NW, Suite 500, Washington, DC 20005-4709, (202) 393-1250. \$8.50 + \$1.50/postage/handling.

Offers hundreds of illustrated ideas for games and activities that parents and siblings can participate in along with the child with a disability. The publisher, Let's Play to Grow, is an education, play and recreation program for children with disabilities and their families created by the Joseph P. Kennedy, Jr. Foundation. In preparing this non-technical guide, staff members were assisted by more than 30 parents, educators, therapists and other experts. All the "recipes" for the games, which carry such names as "Hide and Find," "Family Bunny Hop" and "Backyard Waterslide," come with clear directions, a list of "ingredients" and explanations of the benefits of each activity.

**How to Talk with People.** Irving J. Lee. International Society for General Semantics, PO Box 2469, San Francisco, CA 94126, (415) 543-1747. \$8.50.

Based on field work and facts, *How to Talk with People* shows how conflicts arise and gives techniques for avoiding them. Dr. Irving personally attended over 200 meetings of boards and committees, then tested his findings with leaders in subsequent meetings.

**Using Media to Make Kids Feel Good: Resources and Activities for Successful Programs in Hospitals.** The Oryx Press, 2214 North Central at Encanto, Phoenix, AZ 85004-1483, (800) 457-ORYX or (602) 254-6156. 1987. 232 pp. \$35/paper.

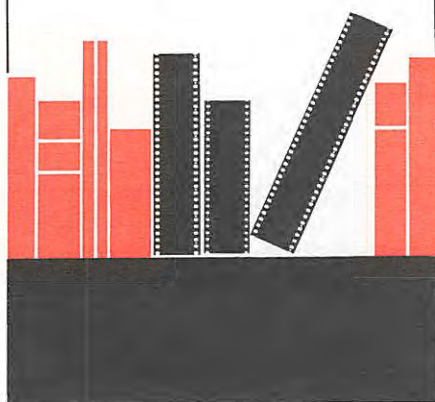
This illustrated handbook describes proven media programs that alleviate hospitalized or institutionalized children's fears and feelings of isolation. Program packages were developed through research in eight major U.S. hospitals. Contains descriptions of 24 video, 16 film and 13 closed-circuit TV productions including information on type and quality of sound, music, pace, themes and structures. Size and age range of audience tested are noted as well as the children's reactions to each film or video.

**Volunteers' essential role in arts organizations.** Journal of Arts Management and Law, Summer 1987. Heldref Publications, 4000 Albemarle St., NW, Washington, DC 20016, (202) 362-6445. \$16.25. Available July 1987.

This issue features articles on "Cultural Volunteer Program History in the U.S.: Where Does Your Organization Fit?" "The Trustee: The Ultimate Volunteer," "Creating an Organizational Climate to Motivate Volunteers" and "Evaluation of Volunteer Efforts." It also includes a panel discussion led by Winifred Brown, executive director of the New York Mayor's Voluntary Action Center. Guest editors are Susan Brainerd, director of volunteer services for the New York Philharmonic Society, and Joan Kuyper, director of volunteer services, Greater New York Chapter, March of Dimes Birth Defects Foundation.

**The Taft Group Fundraising Catalog.** The Taft Group, 5130 MacArthur Blvd., NW, Washington, DC 20016, (202) 966-7086. Spring/Summer 1987. 24 pp. Free.

"High Goals" is the theme of this edition, which contains book listings on big gift fundraising, communications and marketing, computers and fundraising, corporate and foundation fundraising, grant and proposal writing, and more topics.





**101 Ways to Raise Resources.** Steve McCurley and Sue Vineyard. Heritage Arts Publishing. Order from: Volunteer Readership, 1111 N. 19th St., Suite 500, Arlington, VA 22209, (703) 276-0542. 1987. 63 pp. \$6.95 + \$2.50 postage/handling.

Just published, this book is Part 2 of the authors' "Brainstorm Series." It is a compilation of hundreds of ideas for raising material and monetary resources. The lists contain new fundraising ideas and tips for direct mail fundraising, special events, publicity, working with fundraising volunteers and other related topics.

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**501(c)(3) Monthly Letter.** American Association for Corporate Contributions, 800 Hinman Ave, Suite 701, Evanston, IL 60202, (312) 864-4624. 8 pp. Monthly. \$35/year.

Contains timely reports on corporate philanthropy, direct mail techniques, free products and publications, fundraising ideas, hard-to-find services, legal guidelines for nonprofits, money-saving tips, new tax changes, useful addresses, book reviews and more. Two bonuses offered with trial subscription: *Give-and-Take*, which explains how to get donations of new equipment and supplies by using a special tax incentive for 501(c)(3) nonprofits, and *Corporate Philanthropy Seminar Planning Guide*, which gives step-by-step directions how to get corporate donors, gifts of merchandise, volunteers from companies and free services from business.

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**Where the Money Is: A Fund Raiser's Guide to the Rich.** Helen Bergan. Bio-Guide Press, PO Box 16072-V, Alexandria, VA 22302, (703) 820-9045. 1985. 101 pp. \$13.95.

Written by the chief of the biography division of the District of Columbia Public Library, this book leads researchers step by step in gathering biographical information on those they hope will become major donors. It tells how to identify the wealthy and add them to your donor list, how to find biographical information on your major donors, how to use over 125 resources in your local library, and how to use computer technology for development research.

**NAEIR Information Kit.** National Association for the Exchange of Industrial Resources, PO Box 8076, Dept. NG-2, Galesburg, IL 61402, (309) 343-0704. Free.

NAEIR is a ten-year-old gifts-in-kind association that provides useful supplies and equipment free to its 7,000 nonprofit [(501(c)(3))] members across the U.S. Annual dues are \$395, which entitles a member to request items from quarterly gift catalogs listing office supplies, computer items, janitorial and maintenance supplies, plumbing and electrical fixtures, hand and power tools, furniture, piping and valves, vehicle parts, sporting goods, arts and crafts items, clothing and books. The average member receives \$4,500 worth of supplies and equipment a year—all brand new. If after the first year, the value of the material received as a NAEIR member was not worth at least twice the cost of the annual dues, NAEIR will either give a second year's membership at no cost or refund the dues.

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**High Technology and the Future of Education.** Lionel Baldwin. National Center for Research in Vocational Education, Ohio State University, Publications Office, Box N, 1960 Kenny Road, Columbus, OH 43210-1090, (800) 848-4815 or in Ohio (614) 486-3655. 1986. 20 pp. \$3.00.

Merging instruction and advanced telecommunications is the focus of this paper, which reviews the impact technology has had on the American workforce and on American education delivery systems. It traces the evolution of the National Technology University from its roots in local instructional television in 1963 to today's national satellite network involving 20 engineering universities.

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**Guess Who's Coming to Work.** Harold Hodgkinson. National Center for Research in Vocational Education, Ohio State University, Publications Office, Box N, 1960 Kenny Road, Columbus, OH 43210-1090, (800) 848-4815 or in Ohio (614) 486-3655. 1986. 22 pp. \$3.00.

This paper discusses the aging of America, increasing minority populations and shifting population areas and the impact each trend has on the workforce of the future. Provides statistics that administrators, state directors, policymakers and others can use in decision making.

**Vocational Rehabilitation: Its Relationship to Vocational Education.** Richard P. Melia. National Center for Research in Vocational Education, Ohio State University, Publications Office, Box N, 1960 Kenny Road, Columbus, OH 43210-1090, (800) 848-4815 or in Ohio (614) 486-3655. 1986. 16 pp. \$2.75.

Written by a project officer for the National Institute of Handicapped Research, this paper describes three models of school-to-employment transition for disabled and able persons—without special services, with time-limited services and with ongoing services. Appropriate for employers and educators of handicapped individuals.

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**Higher Education in the United Kingdom, 1987-89: A Handbook for Students and Their Advisors.** The Oryx Press, 2214 North Central at Encanto, Phoenix, AZ 85004-1483, (800) 457-ORYX or (602) 254-6156. 1987. 288 pp. \$27.50/paper.

For students who wish to study abroad, this handbook contains 150 entries arranged alphabetically by subject area. Each listing, with complete address, gives details of post General Certificate of Education (GCE), research and professional qualifications. Also provides practical advice on living and studying abroad. Topics covered include Entry to the United Kingdom, Admission of Students from Abroad, Money Matters and Student Life in Britain.

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**Getting It Printed.** Mark Beach, Steve Shepro, Ken Russon. Coast to Coast Books, 2934 Northeast 16th Avenue, Portland, OR 97212, (503) 282-5891. 248 pp. 1987. \$29.50/paper. Brochure available.

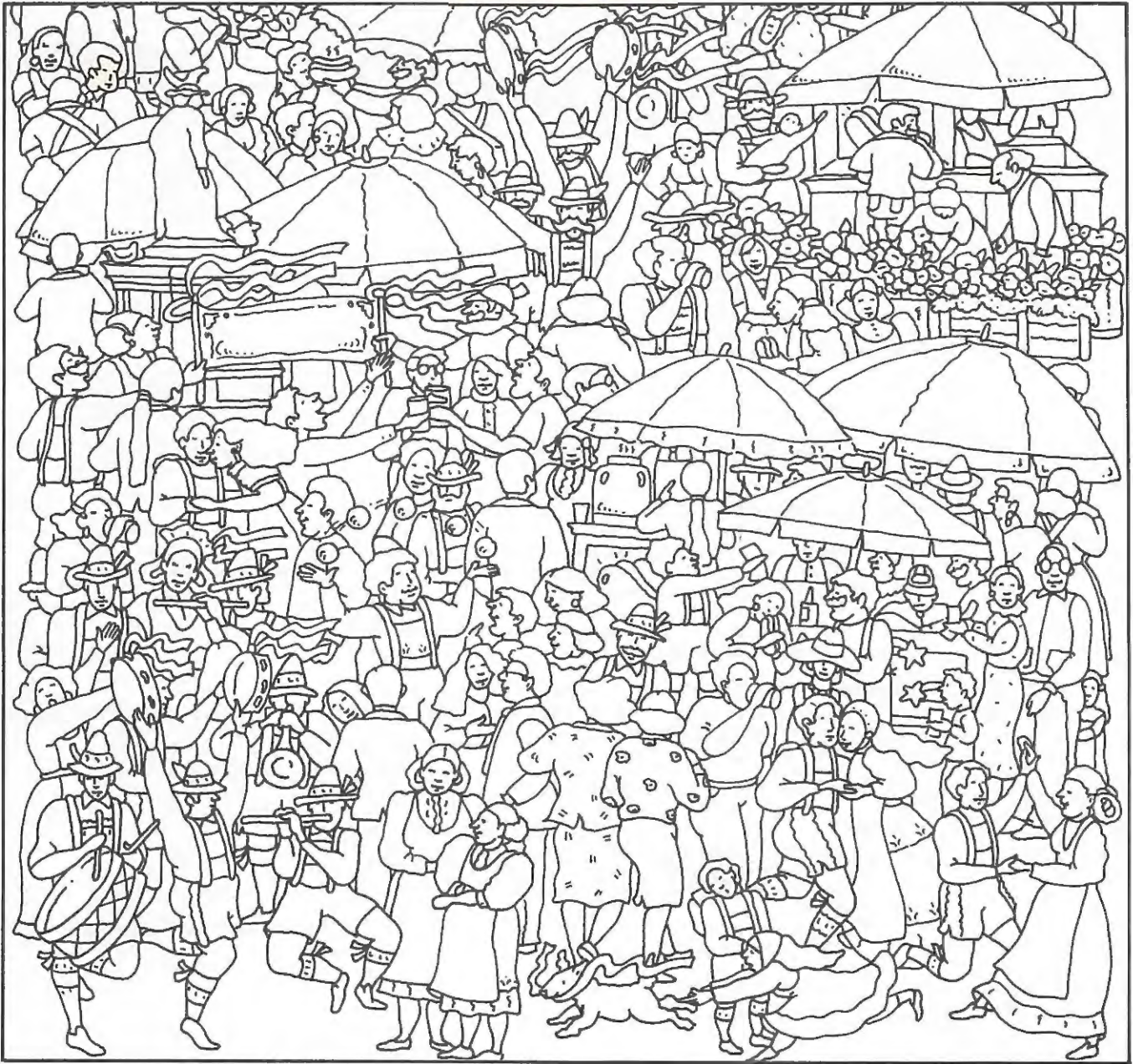
An illustrated reference book for anyone who plans, designs or buys printing. Its subtitle is, "How to Work with Printers and Graphic Arts Services to Assure Quality, Stay on Schedule, and Control Costs." Chapters cover Planning Your Printing, Typesetting, Camera-Ready Copy, Photographs, Preparation and Proofs, Offset Printing, Other Printing Methods, Paper and Ink, Working with Printers. Includes 50 technical illustrations, a guide to printed products, resource lists, glossary of printing terms, paper charts.



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# Calendar

The **Calendar** lists upcoming events that may be of interest to our readers. Inclusion, however, does not constitute endorsement by VOLUNTEER.

- June 28-  
July 1      **Rosemont, PA:** *Pennsylvania Assn. for Volunteerism 1987 Annual Conference*  
Held on the campus of Rosemont College, the theme of this annual meeting is "Statewide Issues: Changing Perspectives."  
*Contact:* Adair Douglass, (215) 891-2085.
- July 12-17      **Boulder, CO:** *Volunteer Management Program, First Level Workshop*  
Part of a three-level certificate workshop series, this one-week course is for individuals who are relatively new to the profession. Presents specific skills training and current topics of concern. Faculty includes Marlene Wilson, Michael Murray, Ivan Scheier, Ph.D., Sue Vineyard and Elaine Yarbrough, Ph.D.  
*Contact:* Office of Conference Services, University of Colorado, Campus Box 153, Boulder, CO 80309, (303) 492-8630.
- Sept. 25      **Colorado Springs, CO:** *Colorado Springs DOVIA Fall '87 Workshop*  
Jane Justice, staff associate for Young Life International and AVA vice president for constituent affairs, will conduct this one-day workshop on "Balance in a New Age." Participants will analyze communication styles in building effective work teams and will develop a plan for achieving balance in their personal and professional lives.  
*Fee:* \$35  
*Contact:* Jan Donahue, c/o District Attorney, 4th Judicial District, 326 S. Tejon, Colorado Springs, CO 80903, (303) 520-6037.
- Oct. 8-11      **Chicago, IL:** *1987 AVA National Conference on Volunteerism*  
"Reaching New Heights" is the theme of the Association for Volunteer Administration's 1987 National Conference on Volunteerism. Features more than 100 workshops designed to meet the needs of volunteer directors, trainers and consultants. Trainers include Susan Ellis, Steve McCurley, Ivan Scheier, Eva Schindler-Rainman, Sue Vineyard and Marlene Wilson. Keynote speakers are Oprah Winfrey, Milton Kotler, Eugene Lang and Rep. John Porter.
- Nov. 8-13      **Boulder, CO:** *Volunteer Management Program, Third Level Workshop*  
One week of highly concentrated, in-depth learning experiences for those who have completed most of the available training in the field of volunteer administration and are asking for more. Tracks are led by top trainers in the volunteer field. Limited enrollment allows for intensive small-group work.  
*Contact:* Office of Conference Services, University of Colorado, Campus Box 153, Boulder, CO 80309, (303) 492-8630.



**VOLUNTEER—The National Center**  
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Arlington, VA 22209  
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