

Voluntary Action Leadership

SUMMER/FALL 1987

HOW TO PREVENT OR RECOVER FROM

BURN

OUT!

As I See It

Volunteering is Good for Business

By Jose I. Lozano



At age 32, Jose I. Lozano became one of the youngest publishers of a daily newspaper in the country. *La Opinion*, the largest Spanish language newspaper, reaches over 70,000 households and over 300,000 readers in Southern California. Active in his community, Lozano is a member of the American Red Cross Hispanic Task Force and serves on the boards of the Arroyo Vista Family Health Center, the Mexican

American Alumni Association Scholarship Fund of the University of Southern California, and as professional vice president of the California Chicano News Media Association.

In August 1986, Lozano was asked by Los Angeles Mayor Tom Bradley and Lodwick Cook, chairman of ARCO, to serve on the Blue Ribbon Committee, which has responsibility for the "Save the Books" campaign. The committee raises funds for the replacement of books, periodicals, documents and specialized collections destroyed in the 1986 fire in the Central Los Angeles Public Library.

In addition, he is a member of the American Newspaper Publishers Association, the Inter-American Press Association, the National Association of Hispanic Journalists, and is vice president of the National Association of Hispanic Publications. The following is a speech he made to the Latin Business Association in Los Angeles.

Have you ever questioned the value and necessity of investing time, energy and money in the host of volunteer efforts we are constantly asked to become involved with? I'm sure many business people have asked themselves that question.

Actually, I think this is a very important question for two specific reasons. First, if those of us who are involved don't continually reinforce the value of our involvement, we are more able to instill this form of thinking in others who have made business their vocation.

As with most things in life, there are any number of reasons for becoming personally involved. There are reasons for attending after-work receptions, Thursday night banquets or Wednesday afternoon luncheons and listening to speeches. There are many reasons for buying tables, selling tables, sit-

ting on committees or joining boards. There are many reasons for soliciting financial participation from those who leave the work to others, or for helping to secure in-kind donations for the organization that doesn't quite have enough money to buy office equipment, or for agreeing to act as an M.C. or to speak at an event.

There may seem to be hundreds of reasons, but two stand out. First and foremost, it's the right thing to do. Second, it's the realization that by helping someone now I'm making a long-term investment in my organization's future growth and well being. I believe it is an investment because I'm convinced that people would rather patronize an organization they see as a good neighbor that returns something to the community from which it derives its livelihood.

By becoming involved in nonprofit activities, be they social service organizations, cultural organizations or even trade associations, we are helping to build a better community.

Why? How? Well, I don't suppose Northrop or Security Pacific Bank are going anywhere. I know *La Opinion* isn't. So, where are we to find our employees? Where do we send our kids to school? Where are we to buy housing and build our lives? What's good for the quality of life in our community is good for our families and our employees.

Now, assuming the issue of personal involvement is important to the further development of the Hispanic business community, let's analyze it for a moment.

I think it's important to begin by contrasting the Hispanic business community with the general business community. If you take a look around, it becomes evident that the general market has long accepted personal involvement as a part of doing business. The question has not been should I get involved, but with which organization or cause. In general, there has been a subtle pressure to join and to participate as a way of developing and highlighting the well-rounded executive.

The Hispanic experience has been a different one. Career pressure, uncertainty over rank, a secure position and other factors have sometimes made personal community involvement a secondary pursuit. In only a few cases have Hispanic organizations been recognized for their community involvement activities. In general, the notion of Hispanic business involvement has not been institutionalized as it has in the general market.

This is why we need to thank Hispanics who have become active. We need to assure others that their contributions are appreciated and their skills are recognized.

We must begin to recruit everyone in the Hispanic business world to participate. Corporations such as GTE, ARCO and Security Pacific, with CEOs like David Anderson, Lodwick Cook and George Moody, are most fortunate. These are men who epitomize the spirit of involvement, and this attitude permeates the entire company.

The volunteer corps at GTE, for example, has assisted everyone from the Olympic Marathon, where they had hundreds of GTE employees acting as marshals and course workers, to *Navidad En El Barrio*, where volunteers answered phones and accepted pledges. We must begin to encourage a wide variety of people in Hispanic organizations to participate and share their unique capabilities in community projects.

Continued on page 31

Voluntary Action Leadership

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PLEASE NOTE: VAL ISSUE DATES ARE CHANGING

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 1987 (previous issue); SUMMER/FALL 1987 (this issue) and FALL/WINTER 1987 (the fourth and last issue of the year). This change does *not* eliminate an issue from the quarterly publication cycle. VAL will continue to be published every three months, but the dating system will reflect more accurately VAL's publication dates.

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Contents

Features

2 Volunteering is Good for Business

By Jose I. Lozano

The publisher of the largest Spanish language newspaper in the country compares the involvement of Hispanic businesses in their communities to the general market in this issue's "As I See It" column.

18 Burnout: How You Can Try So Hard to Succeed and Yet Fail

By Anthony J. Alessandra, Ph.D.

The who, what, why of professional burnout and how you can detect the signs.

21 Why Corporations Support Employee Volunteering By VOLUNTEER—The National Center

Understanding the corporate rationale for workplace volunteering is vitally important for nonprofits who want to tap this valuable resource. This excerpt from Building Partnerships with Business, a new VOLUNTEER publication, presents the rationale in detail.

25 Don't Forget the Military Volunteers

By Sgt. Robert E. Burnett, USA

The military community is often an overlooked source of volunteers by the nonprofit world in search of people and resources. Sgt. Burnett says, "Open your eyes, America!"

26 Volunteers Carry Hospice Approach from Hospital to Home

By Robin Rose, R.N.

In this hospice-type program, volunteers are paired with the patient-family in both home and hospital settings to encourage a continuity of emotional support and care. The author shares volunteer recruitment, training and placement strategies.

28 Developing Volunteer Leaders for Greater New Haven By Judy Haberek

How the Voluntary Action Center of Greater New Haven created a perpetual leadership program to benefit the entire community.

Departments

5 Voluntary Action News

11 Communications Workshop

12 Research

15 Advocacy

30 About Our Contributors

32 Tool Box

35 Poster

36 Calendar



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Voluntary Action

NEWS

Churches Involved Works Hand-in-Hand with Local Agency to Help Needy

By Susan Keith

It's been five years since this article was published. Churches Involved is now celebrating its 15th anniversary, its monthly donation to the local pensions office has increased from \$300 to \$500, Bob Maplesden, once treasurer, now serves as chairman—and the group won the Department of Health and Human Services Regional Director's award. Today, its involvement is greater, but the story remains the same. (Reprinted with permission from the Athens News Courier.)

When a local benevolent organization meets to celebrate its 10th anniversary this Sunday, some of the people most aided by the group won't be there—they'll have long since passed through and moved out of Limestone County (Ga.).

The organization is Churches Involved, Inc.—a group of local churches and church members who banded together a decade ago—and one of its main ministries is aiding transients who come through Athens and Limestone County [Alabama].

But the group also provides aid to local families and individuals who need food, medicine or transportation they don't get from local, state or federal programs.

When members of the group meet at First Baptist Church in Athens at 2 p.m. on Sunday for a worship service, business meeting and reception, they'll no doubt express some of the same senti-

ments the organization's treasurer Bob Maplesden voiced when talking about the group's purpose.

"We feel we're reaching out as Jesus expects us to help a brother or sister over a hump," he said.

And that reaching out takes a number of forms.

Members of the group are available on an on-call basis to help transients who pass through the community at night and who need food, gasoline or shelter.

A list of emergency service volun-

Reagan Honors Volunteer Award Winners



President Reagan, assisted by VOLUNTEER Chairman George Romney, congratulates Dr. Robert Hingson, 1987 President's Volunteer Action Award winner, at White House luncheon on June 30. The sixth annual presentation of this prestigious award honored 18 individuals and groups for outstanding voluntary achievement in ten categories.

teers is posted at the Athens Police Department and officers there call Churches Involved members when a person passing through the community stops there seeking help.

"There's hardly a week that passes that one doesn't come in here," said Police Lt. George Hamby, supervisor of the department's 2-10 p.m. shift. According to Hamby, it's during those hours that 80 to 90 percent of the transients stop by the station.

Officers who find transients in trouble in the community bring them to the station and call Churches Involved members to assist the people.

"Those people have been extremely lovely in that situation," said Hamby. "They don't hesitate at all about coming down here."

According to Hamby, many of the people who come by the station seeking aid are in "desperate need of food and lodging." He recalled one instance when Churches Involved members provided food and overnight lodging for a woman and her three children who were passing through town. "It's rather expensive, but with the kind of people involved, it's very good," he said.

The police officers, in turn, check out persons who come through the area to see if they are fugitives—that's to protect Churches Involved members from being involved in aiding or abetting

fleeing felons.

The Athens Police Department isn't the only organization that helps Churches Involved locate people who need help. "The Sheriff's Department assists the Athens Police Department and Churches Involved from time to time," Maplesden said.

During weekdays, transients and local people with needs who come to local law enforcement officials or Churches Involved member churches are directed to the Athens office of the Department of Pensions and Securities (DPS) where they can also receive aid indirectly from the group.

Churches Involved provides \$300 monthly to that agency for use in aiding people with needs who can't be helped by any of the programs the agency administers.

According to one DPS employee, there are many needy people who "fall through the cracks" when it comes to meeting requirements for government aid programs.

For example, the Aid to Dependent Children program provides aid for dependent children who have a deceased or disabled parent. But an ill child who needs medicine won't qualify for the aid if his parent is unemployed rather than disabled.

According to Jean McWilliams, DPS social services supervisor, the agency at

one time had only a small benevolent fund from which to provide emergency aid to people who didn't meet requirements for aid programs. "We were continually in a position of having to look for resources in emergencies," she said.

DPS Director Betty Evans remembers those days, too.

"I was here in the day when we had to get on the telephone and scrounge or send people from church to church," she said.

And while the funds DPS receives from Churches Involved don't give DPS any excess money, "In this day of economic crisis we're thankful we can at least meet emergency needs," she said.

Emergency needs DPS meets with the Churches Involved funds have included helping a local woman—with what Williams called "a life threatening disease"—get medicine after she was dismissed from the hospital.

DPS workers were also able to buy small amounts of six medicines for an out-of-work client whose unemployment compensation had run out.

But the workers emphasize that Churches Involved funds aren't used to aid people with chronic problems. Instead, they try to find other ways to aid them and reserve Churches Involved funds for emergencies.

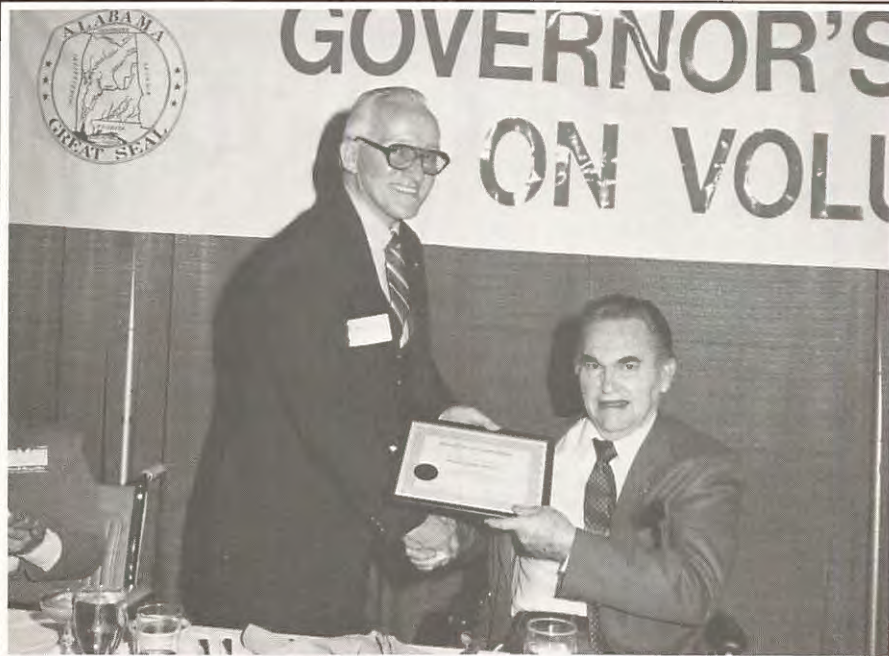
"It's not much—it's basically for emergency drugs, emergency food when clients can't get food stamps and emergency transportation," said McWilliams, who said food and medicine make up the bulk of the expenditures.

"It's been a help not only to our department, but to the needy population in the area," she said.

Evans has been so pleased with the aid DPS has received from the group she has nominated it for a special Volunteer Organization of the Year Award sponsored by the regional office of the Department of Health and Human Services.

According to Irvin Watson, retired minister of First Christian Church in Athens and chairman of the group, Churches Involved got its start from a benevolent ministry supported by some local churches and carried out by an area man, John Cauffman. The ministry concentrated on buying medicine for needy persons in the area.

Later, after Cauffman began to get on in years, representatives from six or



Churches Involved Chairman Bob Maplesden receives commendation for his group from Alabama Governor George Wallace in March 1985.

eight area churches met at First Christian Church and formed the group.

For the first few years, the group operated a clothing closet at First Methodist Church in Athens, according to Maplesden. But in 1976, the group discontinued those two projects, and now gives old clothing it receives to the Salvation Army.

Emergency food supplies are maintained at DPS.

Under Maplesden's guidance, Churches Involved has evolved an elaborate bookkeeping system to keep track of contributions that come in from churches through the months and years. The system also keeps track of in-kind contributions of food or services rendered by members such as Maplesden who receive no pay for their work.

In fact, none of the money donated by churches or individuals to the organization pays for administrative costs such as stationery, correspondence or publication of the organization's newsletter. Instead, Maplesden solicits funds for those expenditures from local merchants.

One source who asked to remain anonymous paid for the cost of printing the organization's annual report. Local attorney Winston Legge also contributed legal work involved with the organization's incorporation.

In addition to making sure local people and transients have people they can go to for help in emergencies, Churches Involved programs also insure that professional transients don't take advantage of local churches by "making the rounds"—going from church door to church door asking and receiving contributions at each location.

According to Maplesden, while some folks believe that a church should give to whoever asks, "The Lord gives us intelligence to help people and make the best use of our resources."

ADMINISTRATOR'S CORNER

On Counting Volunteers

Are there really more people volunteering, or are we just counting better? Are we—in our reporting of volunteer time by each agency or organized group in the community—creating a false impression that volunteers "can do it all?"

The reality is that many people vol-

unteer in more than one agency or organization. If we count the volunteers in each group, get a total, and talk about it as the number of volunteers in our community, we surely create an impression that more people volunteer than actually do.

Are we counting one hour of volunteer time too many times? In a recent letter to the Center [for Volunteer Development], a volunteer leader said, "We are concerned that the number of hours given by someone enrolled in the Retired Senior Volunteer Program be counted by RSVP, and also by the Area Agency on Aging." The leader went on to say that if the person is a Woman's Club member, and assigned to transport a cancer patient (for Cancer Society or the hospital), it would be possible for four different organizations to count the hours of one person. Finally the leader asks, "When the volunteer time is to be counted as in-kind match for funding, are we double counting?"

The writer felt it immoral and unethical to duplicate reporting and was greatly concerned about the message such reporting gives to government and the public in general, regarding the number of persons doing, or available to do, volunteer work.

Most folks who volunteer, do volunteer in several organizations. A person volunteering in one organization may be in part motivated to volunteer there by encouragement from another organization in which he or she holds membership. While several organizations may be involved in the action, the one whose goal it is to provide the specific service to meet the need should be the only organization counting the volunteer's time.

In my judgment, in the example cited above, three, not four, organizations could and should claim credit. Only RSVP would have implications for resource match (as may be required by their federal funding source). I see no problem in the Woman's Club recording the involvement of its members, although the involvement is only incidental to meeting the need (transporting a cancer patient).

I believe RSVP should count that placement (person) as a legitimate purpose of the organization. The Area Agency on Aging is the agency (or one of the agencies) responsible for the transportation of cancer patients. This

organization should *officially* count the volunteer hours as service provided to meet a need. The American Cancer Society, if it were involved, should report its role, if any, in getting the patient the service (but not count the hours). The hospital receiving the patient has no interest in this volunteer activity.

No doubt it was these complicated, single person, multiple volunteer role situations that led researchers to focus on individuals as the unit of study when compiling *America's Volunteers*. By asking individuals if they volunteered, and for what purposes, a more accurate count of persons volunteering was obtained.

To return to the opening question, I believe more people are volunteering. I also believe people who "just help out" are now more likely to say they are volunteering. And yes, we're getting better records, statistics and reporting, all of which helps us do a better job counting.—*Delwyn A. Dyer, Director, Center for Volunteer Development, Blacksburg, Va. in the winter 1987 issue of the Center's newsletter, Happenings*

Nik and the Nice Guys Rock for Charity

By Jack Garner

The basic idea sounds like a joke:

Question: How many accountants does it take to play rock 'n roll?

Answer: Ten, if they're Nice Guys.

But Nik and the Nice Guys isn't all accountants—the 30-member rock 'n roll caravan includes lawyers, real estate brokers, business executives, a radio disc jockey and assorted other professionals.

And the band is certainly no joke. It's getting closer and closer to its stated goals: to raise a million dollars for charity and to play at the White House.

Nik and the Nice Guys has grown from a weekend rock 'n roll fantasy to

Jack Garner is a writer for the (Rochester) Democrat and Chronicle's People section. His article first appeared in the newspaper's Upstate Magazine on April 12, 1987. ©Gannett Co. Inc. It is excerpted here by permission.



Nik and the Nice Guys "in uniform." At least half of their shows benefit charitable organizations.

its current status as Rochester's No. 1 party band. The band has taken its show to Syracuse, Toronto, Buffalo, Philadelphia and beyond, and thanks to a unique sports-oriented approach it calls "jock rock," Nik and the Nice Guys also is developing a national reputation.

Dressed in hockey jerseys, the band has played important parties at the last two National Football League's Super Bowls. It's also a regular at functions for the Rochester Amerks and the Philadelphia Flyers, usually entertaining with three-hour shows, which include songs that span the time from "Jailhouse Rock" to "Hip to be Square."

Negotiations are under way for the band to perform at functions for the Dallas Cowboys and possibly at the Calgary Winter Olympics and the tennis tournament at Wimbledon. Can you imagine the British tennis crowd eating strawberries and cream, while the toga-clad Nice Guys belt out "Shout!" and other frathouse favorites?

In other words, Nik and the Nice Guys is doing pretty well for a band that started out as wish fulfillment for a few white-collar guys who weren't ready to hang up their rock 'n roll shoes. Without a record or an MTV video—and without making it a full-time commitment—Nik and the Nice guys is on the verge of becoming a national phenomenon.

Along the way, band members have raised about \$200,000 for charities such

as the Kidney Foundation and the Leukemia Society. The band is committed to playing at least half of its gig for charity.

Founding member Gary Webb, a successful Rochester accountant who is phasing out his active involvement with the band, says, "I think Nik and the Nice Guys is really unique, and I think the band's become popular for at least two reasons.

"First, there's the dichotomy of lifestyles. It's not very often you have hardcore business professionals with lots of responsibility and significant clients who do this wild, crazy, fun—and charitable—thing at night."

He says the other factor is wish fulfillment—for the audience as well as the band members.

"People like to sing in the show or pretend they're Supremes. It's a dream to get on a stage with a microphone. When we're doing a gig with 2,000 people, they can relate to us. They think it's neat that normal people like them could be putting on such a great show on stage.

"The [band's] primary focus isn't to push an album. We've worked hard all day, and now we just want to have fun."

The Nice Guys also aren't in it for the money—mostly because they don't need it. Nearly all of the band members are successful business people. Some bring in six-figure incomes. The running gag with the band is that it's got the

highest income per capita of any group not currently in *Billboard's* Hot 100.

"We aren't looking to make money," Webb says, "but with 10 accountants in the group, you know we aren't about to lose money, either."

Jennifer Saunders, a financial planner, model and Nice Guy vocalist says, "We don't play every single night. We play just three or four times a month, so everyone does have their own lives.

"It's like getting together with a bowling group on a weekend. We just happen to do something more unique than a bridge club or howling league."

Unique is an understatement.

Nik and the Nice Guys is a nomadic tribe of fun-loving, good-natured crazies who like to party. More than a rock 'n roll show, the typical Nice Guys show incorporates elements of a *Saturday Night Live* comedy-music revue.

As many as 30 Nice Guys may be along for any given show, including instrumentalists, vocalists, emcees, stage technicians and video crews.

Duties vary: Several vocalists alternate lead singing chores, three or four guitar players exchange licks while an impressive rock-steady rhythm section anchors the music, four or five horns punch out the harmonies and audience participation is encouraged to the max.

The band wears—and occasionally gives out—Bausch & Lomb sunglasses ("the official sunglasses of Nik and the Nice Guys") and makes use of other cor-

porate sponsorship of its endeavors.

The most prominent contribution is use of an 18-wheel rig from Ryder Truck Rental to haul the Nice Guys' gear. Driven from coast to coast by Nice Guys "official driver" Teresa Brown, the truck features the band's stick-figure logo and a skyline of Rochester, "the official city of Nik and the Nice Guys."

"Nik and the Nice Guys is a positive influence in Rochester, and we'd like to help them spread Rochester's positive influence any way we can," says Dennis Riso, Ryder's district manager.

Because Nik and the Nice Guys represents not only a band, but a whole range of professional careers—and a city—Webb says the band works hard to maintain a wholesome image amid the zaniness.

"We have a very hard stance against drugs, for example. If somebody ever did coke at a Nik gig, they'd be out of the band. That's it. Something like drugs could bring it all down—Nik and the Nice Guys and our careers."

The Nice Guys also insist that charity remain a primary concern.

"Our public commitment is to do 50 percent of our gigs with nonprofit organizations," Webb says. "And now we're doing substantially more than that—about 85 percent."

Railroader Leads Shelf-Reading Volunteers at Univ. of Illinois Library

A lifelong career as a railroader led Richard P. Stair to a retirement activity in which he is a regular "shelf-reader" for the University of Illinois Library at Urbana-Champaign. He now chairs the Library Friends volunteer shelf-reading activity.

Stair is one of a relatively few individuals who was able to use his training and principal career interest to benefit his country in two wars. During World War II he served with an Army railroad battalion in Europe. Following his separation from the service at the close of the Second World War, he entered an Army reserve unit. When the nation later became involved in the Korean Conflict, Stair was again called into service,

again became a member of a railroad battalion, and served in South Korea.

An employee of the Illinois Central Railroad (now the Illinois Central Gulf), Stair worked at the interlocking tower in Champaign, and occasionally at other sites where railroad lines crossed.

During those years Dick Stair was interested in reading all he could find about railroads, and his quest brought him to the UIUC Library. He had a stacks pass for years, having discovered the "really fine collection" of virtually everything in print about railroads. With his research, combined with his own extensive knowledge of railroads, he wrote several articles for rail publications. He began research for a book he plans to publish at some undetermined time in the future.

Stair, who first became a railroader in 1940, retired three years ago after 42 years of service.

At one point, he heard about the Library Friends organization, the annual funds program of the Library's Office of Development and Public Affairs, and attended a Friends meeting. Stair became a Friends member because he felt a need to "do something to repay the Library" for all the help he had received in his research, and for access to the collection itself. He felt he couldn't afford a large financial contribution, but he knew the problem the Library staff has in keeping materials in proper order, so he volunteered his time and effort to be a shelf-reader. He was welcomed to the growing force of Library volunteers.

Stair learned the rudiments of the Dewey decimal system, so that he could recognize when items were out of order on the shelves in the Library stacks. For nearly two years Richard has devoted much of his spare time to the task. Loose materials have to be placed in jackets as he works along a shelf, and he adds the proper call number so that it may be properly identified.

"You get an unusual sense of accomplishment when you find a volume that isn't where it should be," Stair said. "It's like finding a lost treasure," which is exactly the sense conveyed by Hugh C. Atkinson, the late University librarian when he talked to Library Friends about the value of shelf-reading. For all intents and purposes, a misfiled book is lost to those who may want to read it.

That is why shelf-reading carries a

high priority in Library Friends activities, and why Richard Stair takes such an active interest in it.

Reprinted from *Friendscript*, Vol. 9, No. 1, with the permission of the University of Illinois Library at Urbana-Champaign.

News from VOLUNTEER



■ More than 940 volunteer leaders and participants came together from the U.S. and at least ten other countries at the **1987 National VOLUNTEER Conference**, June 21-24, in Orlando, Florida.

Hosted by the Orlando Volunteer Center, this year's conference featured several new services and events: pre-registration for workshop sessions; a full-service convention center environment in a hotel setting; mini-plenary sessions on ethics and standards as they relate to volunteering in nonprofits, corporations, government and Volunteer Centers; and a day of issues sessions that addressed solutions to the specific problems of youth, elderly, unemployed, homeless and hungry people, AIDS patients, substance abusers, illiterate adults and others.

Plenary session speaker Coretta Scott King told participants that "the two most important things you can give to those in need are love and time. No other organization does this as well as VOLUNTEER and its members. You are the front line troops in the fight against poverty and injustice."

Other prominent speakers who addressed the daily plenary sessions were Richard Schubert, American Red Cross president; Arthur White, president of the Daniel Yankelovich Group Consulting Division; and Jennifer James, Ph.D., cultural anthropologist and media personality.

Once again, VOLUNTEER will publish a conference report for its Associate members covering major portions of the plenary session speeches and workshop highlights.

■ VOLUNTEER and AAL have joined forces to launch **The Volunteer Connection** nationwide. This media-based volunteer recruitment campaign was suc-

cessfully piloted in Dallas and soon will take hold in many other communities as local Volunteer Centers combine resources with their local media, particularly television stations, to increase the number of volunteers in their community.

"Because The Volunteer Connection is essentially a local program, its scope and design will vary from community to community," says VOLUNTEER Executive Vice President Mike King, who helped launch the original pilot as director of the Dallas Volunteer Center. "In some areas, as in Dallas-Ft. Worth, it will be the primary public service activity of a single television station. In others, it will be a collaborative effort of TV stations, or it could begin as a print or radio campaign."

As the national sponsors, VOLUNTEER and AAL will provide technical assistance and consultation to participating Volunteer Centers in developing their campaigns. They already have created a common logo to tie together the local efforts and a TV public service announcement, featuring an endorsement of the program by President Reagan.

VOLUNTEER now is administering the site selection process, in which staff review the responses to a recent survey of affiliated Volunteer Centers to determine their interest in sponsoring The Volunteer Connection in their community.

■ Because of its good track record in recruiting, placing and supporting unemployed persons as volunteers and in assisting them with their search for paid work, the **Volunteering and Unemployment Project** will continue for a third year under another grant from the Charles Stewart Mott Foundation, which also will fund three informational seminars for communities interested in replicating the project.

In addition, the Levi Strauss Trust Foundation awarded VOLUNTEER funding to launch two-year Volunteering and Unemployment projects in McAllen, Texas, and Johnson City, Tennessee, both involving the local Volunteer Center.

■ Nomination forms for the **1988 President's Volunteer Action Awards** program, cosponsored by VOLUNTEER and ACTION, the lead federal agency for volunteer service, will be ready for distribution in early fall. The form will

be included in the centerfold of the next VAL, or it can be obtained by written request from: The President's Volunteer Action Awards, PO Box 37488, Washington, DC 20013.

■ The 1987-88 edition of the **Volunteer Readership** catalog of volunteer-related books and recognition items, containing many new listings, will be published in September. Free copies can be obtained from Volunteer Readership, c/o VOLUNTEER, 1111 N. 19th St., Suite 500, Arlington, VA 22209.

VITA's 17th Year—Best Yet

"This is one of our ways of giving something back to the community," explained LaRoyce Stringer, coordinator of a volunteer tax assistance site in St. Louis. "VITA is one of our biggest annual events. Virtually 98 percent of our members participate."

VITA stands for Volunteer Income Tax Assistance, one of the taxpayer education programs involving volunteers that's coordinated by the Internal Revenue Service in cooperation with private organizations.

IRS provides the training, and organizations such as the National Association of Black Accountants (NABA) provide the volunteer assistants. This year, NABA's St. Louis chapter, which has about 40 members, prepared returns for more than 600 local residents who were not able to do their own returns.

In Cleveland, it was people in the Korean community who needed the tax help, and it was an IRS employee, Kwang Suh, who volunteered for the second year. "VITA provides a much needed service to ethnic communities," he said. "I plan to volunteer again."

In Detroit, it was those with hearing impairments who needed help and Sheryl Emery, a social worker and rehabilitation counselor for the Deaf, Hearing and Speech Center (DHSC), coordinated the first VITA program there for the hearing-impaired.

Often it is older taxpayers who need help, and it is their contemporaries who take the training and provide the assistance. In Montana, these older volunteers jokingly refer to themselves as the "Over the Hill Gang," which includes

Harold Dickinson, who at 85 was the Helena IRS District's oldest volunteer. He has served many years and his hard work, humor and good nature have set an example for all volunteers to follow. When asked to share the secret of his success, he answered with a wink that it could be summed up in two acronyms: "KISS—Keep It Simple, Stupid" and "RTSQ—Read the Stinkin' Question."

The elderly also receive help under another IRS-administered education program—Tax Counseling for the Elderly—which receives an annual appropriation from Congress so that volunteers who could not otherwise assist seniors may be reimbursed for their travel expenses.

The Congressional appropriation to the IRS provides grants to private organizations, which then set up local assistance sites and dispense the expense reimbursements to eligible volunteers.

This year, more volunteers helped more taxpayers than in any year since VITA began in 1970, according to Walter M. Alt, director of the IRS Taxpayer Service Division.

The 1988 tax filing season will be a real challenge for the volunteers, he adds, because this is the first year that the many changes of the Tax Reform Act of 1986 take full effect. The materials produced by the IRS to train VITA and TCE volunteers have been completely revised to reflect these changes.

VITA first began in 1970 to help taxpayers cope with the many changes made by the Tax Reform Act of 1969. TCE began in 1980 to reflect Congressional concern that more elderly who need tax counsel and assistance would get the required help. The expense reimbursement feature of TCE was designed to help induce those to volunteer who were on fixed incomes and were willing to donate their time but couldn't afford to absorb travel and other expenses as well. The Congressional vision materialized. In six years, TCE had equalled, then surpassed VITA, which served not just the elderly but other constituent groups as well. Last year, VITA and TCE together helped 1.7 million taxpayers. Since the two programs began, together they have served 10.6 million taxpayers.

For further information, contact Joseph R. Weikel, National VITA Program Manager, at (202) 566-4904.

Communications Workshop

PSAs: How To Air Your Message Free of Charge

By Joyce Huyett

Public service announcements (PSAs) are aired by television and radio stations as a service to the public. You are communicating a message that should inform, educate or challenge the viewer or listener.

According to a survey by Planned Communications Services, every week approximately 1,000 television stations air PSAs more than 200 times—totaling 200,000 PSA showings per week across the country.

PSAs are definitely good news for non-profit organizations that can't afford to buy commercial time on television and radio stations. The only disadvantage is not knowing when your spot will air.

Once you've decided to do a PSA, how can you produce a spot that will meet a PSA director's requirements and ultimately receive free air time? PSAs may vary somewhat in both format and content, but there are some general rules to follow.

Joyce Huyett is account supervisor in the Public Relations Division of the Russ Reid Company. She previously worked for the international public relations firm of Daniel J. Edelman, Inc. and the Los Angeles Times. Her article is reprinted with permission from the Reid Report, issue no. 132.



Public service announcements can produce as 10-, 20-, 30- and 60-second spots. The most commonly used is the 30-second version. As you write your PSA, keep in mind that a 10-second spot has only about 20 words, while a 30-second spot has approximately 70 words. A good PSA, like a well-written poem, will communicate a lot in very few words.

Before you begin, ask yourself:

- What is the objective? (What do you expect to accomplish with a PSA?)
- What is the key message? (What is the most important thing you want the public to know and remember?)

Guidelines for Producing a PSA

The Southern California Broadcasters' Association provides guidelines for writing PSAs that are good general rules to follow wherever you plan to air your PSA:

1. **Get attention.** You can't tell anyone anything unless you get his or her attention first.
2. **Develop interest.** Promise a benefit, and show how the listener will gain.
3. **Demonstrate.** Give reasons why the listener would do what you request. Provide facts. Offer rational reasons to support an emotional decision.
4. **Ask for action.** Tell the listener how to respond—what to do and when to do it.

Remember that you have only about 70 words in a 30-second spot. Make every word count. Write and rewrite.

After you've written a draft, read it aloud to determine its naturalness. Read it to others and ask for opinions. Does the information clearly convey your idea?

Format varies widely among stations. Many stations are switching from 2" to 1" videotape. Call to determine the preferred format. If you send the wrong tape, it will only wind up in the trash can.

Most stations require 60 seconds of audio tone and color bars, followed by 15 seconds of slate and 10 seconds of black. The slate preceding the PSA should list the title, number and length of the spot.

Guidelines for Airing PSAs

Unfortunately, once you've produced a spot, you can't simply put it in a box and mail it to TV stations. Many stations around the country, such as KNBC-TV in Los Angeles, provide a brochure on their PSA requirements. In addition to a script, the following materials are often required in your PSA packet:

- A fact sheet listing important information about your organization, such as a description of your cause, the date it was founded, your services and your goals.
- A cover letter, fact sheet or news release describing the campaign you are currently promoting in the PSA.
- A list of officers or board members.
- Proof of nonprofit status, such as your IRS tax-exempt status number. (In Southern California, your organization's Southern California Broadcasters' Association file number is required.)

To find out whether or not a station will air your PSA, enclose a response card in your packet. However, because fewer than 30 percent of station directors

usually respond to a card, the best way is simply to call the PSA director two weeks or so after you've mailed your PSA packet.

It usually takes four to six weeks after a station has received your PSA before it will be aired. Unless a PSA is tied to a specific campaign or season, it will continue to be aired for four to six months.

Networks offer the possibility of national coverage, but this rarely occurs. Network PSA directors caution that nearly 80 percent of the network-distributed PSAs are substituted at local stations with local PSAs. So don't count on sending one PSA to each of the networks to get national exposure for your campaign. You're better off sending 100 spots to the top 25 markets, plus three to the networks.

Celebrity spokespersons can lend credibility to a PSA, but they can also be a liability. Your spot won't be aired if your spokesperson is an actor who appears "in character" or on the set of his or her television show. And no station will air a PSA that features a politician who is running—or even perceived as running—for public office. If it did, the station would have to offer equal time to opponents.

Avoid controversial issues. They're more appropriately handled in your local newspaper.

Some stations permit fundraising spots. Many do not. Find out, before you produce a spot that asks the viewer to "give."

Radio PSAs: Scripts Versus Tapes

Radio PSAs are another effective means of reaching target audiences with your message. We've found that most radio stations prefer a script to a taped PSA. This allows their own disc jockeys and newscasters to read it on the air. It lends credibility and it's certainly cheaper for you.

However, take care not to send a PSA that's inappropriate for the station's audience. For example, if you want to reach teens, send to rock stations, not all-news stations.

If you don't have the money to produce a television PSA, then radio PSA scripts are the way to go. Your only expenses are paper, envelopes and postage.

Public service announcements, aired free of charge, can bring your organization's message directly into the homes of millions of Americans. The result is an increased level of public awareness for your organization and your cause.

Research

Directors' and Officers' Liability: A Crisis in the Making

A National Survey Conducted by Opinion Research Corporation and Research Strategies Corporation for Peat Marwick

The survey upon which this column is based was mentioned in the last issue of VAL in the special report on H.R. 911, an important bill for the voluntary sector introduced by Representative John Porter (R-Ill.) in February. H.R. 911 encourages states to exempt all volunteers from civil liability except for acts of willful and wanton misconduct. The survey results are reprinted here with permission from the report, Directors' and Officers' Liability: A Crisis in the Making, which was based on a study of national not-for-profit voluntary organizations, undertaken by Peat Marwick in cooperation with INDEPENDENT SECTOR. Copyright © 1987 by Peat, Marwick, Mitchell & Co.

Across the board, there was a very strong consensus—92 percent of all those surveyed—that there is an incipient D&O (directors and officers) liability crisis. Six in ten survey participants indicated that a problem exists that may grow into a crisis, and about one-third of participants responded that the problem is of crisis dimensions right now. Only 6 percent said that the issue is overblown and that no crisis exists.

The findings show that perception of the seriousness of the D&O liability situation is stronger among corporate chief executive officers than among those in not-for-profit organizations. While 43 percent of the CEOs surveyed indicated that the situation is already of crisis proportions, only 28 percent in the not-for-profit groups said that they believe the problem is that severe.

Among the not-for-profit participants, executives of museums and orchestras demonstrated the least alarm about D&O liability issues. While a substantial majority—about 85 percent of both groups—thought either that there is a problem that may grow into a crisis or that the situation is now a crisis, roughly 13 percent expressed a belief that there is no crisis and that the situation is overblown. Those who took the gravest view of the problem among the not-for-profit executives were public officials, university presidents and chairpersons of voluntary boards.

Is the D&O Liability Situation Damaging the Quality of Organizational Governance?

As in their evaluation of the extent of the crisis, those surveyed were united in their assessment of the extent to which the D&O liability situation is damaging the quality of governance in American organizations. Nearly 90 percent of all survey participants indicated that D&O issues were having some negative effect on governance. This figure includes 38 percent who feel the negative effect is "definitely getting worse" and 10 percent who feel that damage has already been done.

Among the not-for-profit participants, 78 percent of public officials felt that liability questions were having at least some negative effect on governance, and 9 percent said that either a considerable amount or a great deal of damage had already been done. On the other hand, 16 percent of the orchestra executives and 20 percent of the college and university board chairpersons said that there has been no negative effect of consequence.

What Are the Sources of the Problem?

The survey asked, "Regardless of how serious you judge the D&O liability problem, who or what do you think is mainly responsible for it?" Seven specific answers—along with an open-ended "other" response—were offered, and partici-

pants were invited to choose as many answers as they believed to be important.

Nearly two-thirds of the respondents indicated that they believed lawyers and juries granting large awards were important causes of the situation. Other aspects of the legal system cited were the heavy publicity attendant upon big settlements (44 percent), the concept of joint and several liability (40 percent), and judges (22 percent). Nearly half blamed the insurance industry, and four in ten respondents listed inadequate legislation.

Among corporate executives, about three-quarters named jury awards (as did 74 percent of the college and university board chairpersons) and lawyers, and 32 percent said that judges are a primary cause.

The most significant divergence of opinion concerned the role played by the insurance industry. While only 37 percent of the corporate chief executives surveyed named insurers as a cause, slightly more than half of the not-for-profit group and about 60 percent of the independent sector executives and university presidents laid the blame on the insurance industry. In addition, half of the hospital executives listed inadequate legislation as an important cause.

Overall, only 1 percent of the total sample pointed to either mergers and takeovers or the poor performance of some officers and directors as primary causes.

Measuring the Impact of the D&O Liability Crisis

The survey attempted to assess the impact of the D&O liability crisis on three specific areas: liability insurance coverage, reluctance to join boards, and the way the organizations of those surveyed are managed.

Liability Insurance Coverage

Slightly more than three-quarters of the entire survey group belong to organizations that carry D&O liability insurance. In all, 90 percent of those in the for-profit sector had insurance protection, compared with 71 percent among those in the not-for-profit group.

Of the not-for-profit organizations, hospitals (86 percent) and municipal officials (83 percent) had the highest frequency of coverage, while museum directors (45 percent) and orchestra executives (54 percent) were at the low end of the scale.

Most participants reported increased insurance premiums and expected pre-

mium increases over the next five years. Approximately one-third of the entire sample group reported that premiums had risen more than 300 percent at the last renewal of their organizations' D&O liability coverage, and another 46 percent indicated that rates had risen up to 300 percent. Only 6 percent reported that rates were unchanged. Half of the CEOs and one-quarter of the not-for-profit group reported increases in excess of 300 percent while 36 percent of the corporate executives and about half of those from the not-for-profit sector said that rates had risen up to 300 percent.

Asked about increases in deductibles, 16 percent of the entire sample had seen deductibles go up 300 percent, about one-quarter had experienced increases up to 300 percent, about one-third said deductibles did not change. Slightly

ABOUT THE RESEARCH

A total of 2,532 persons participated in the survey, all using self-administered mail questionnaires. Interviewing was conducted between September and December 1986. The returns included:

- 569 chief executive officers (30% return rate) of the nation's largest companies
- 678 museum directors (36% return rate)
- 121 orchestra/symphony executives (52% return rate)
- 153 executives in the Independent Sector (46% return rate)
- 70 Association Governing Boards chairpersons (32% return rate)
- 367 Association of Governing Boards university presidents (42% return rate)
- 350 hospital executives (24% return rate)
- 224 public/municipal officials (22% return rate)

more than one-third reported that coverage levels at last renewal had remained the same, 37 percent said that coverage had been reduced, and 7 percent said that coverage had broadened.

About six survey participants in ten predicted premium increases over the next five years, while 4 percent expected premiums to remain the same and 11 percent foresaw rate reductions.

It is interesting that executives from the not-for-profit sector were more pessimistic than corporate CEOs about premium increases. Sixty-five percent of the not-for-profit respondents predicted rate hikes, compared with 54 percent of the

CEOs, but another 21 percent of the corporate executives said that they expected rates to decline.

Forecasting trends in deductibles and coverage over five years, 43 percent of the full survey group predicted increases in premiums, 23 percent believed premiums would remain the same, and 7 percent predicted reductions. The group was split more evenly on the question of coverage: 20 percent predicted an expansion of coverage, 19 percent predicted a reduction, and 27 percent estimated that coverage levels would remain the same.

Impact on Organizational Management

All participants except CEOs were asked, "Overall, how great an effect is the D&O liability problem having on the way you manage your organization?" About six in ten reported an impact, while 38 percent said there was no effect. About half reported some effect, 10 percent reported a considerable effect, and 2 percent reported a great deal of effect.

Nearly 90 percent of the public officials surveyed indicated some degree of impact, and one-third said that there was considerable or a great deal of effect. Those organizations least affected were orchestras and independent sector groups.

The Effect on the Recruitment of Directors

The survey findings show a very clear-cut division between the perception of D&O liability as a problem that could grow into a crisis and the effect that it is having as a deterrent to attracting outside directors. For example, only 6 percent of the survey participants reported having a person resign from their boards because of concern over personal liability exposure, and 8 percent reported having had a board candidate decline membership for the same reason.

These results, however, must be viewed in context—they represent responses from the nation's largest and oldest institutions, where the chill of D&O liability should be felt least.

Attitudes Toward Legislation

Nearly nine in ten respondents said that they would be strongly or somewhat in favor of their home states' enacting legislation akin to a Connecticut statute that specifically addresses the liability concerns of trustees and directors of not-for-profit organizations. Under the Connecti-

cut statute, a director, officer or trustee of a not-for-profit group shall be immune from civil liability if he or she serves without compensation, acts in good faith, and is not found guilty of "willful or wanton misconduct."

Specific Legislative Proposals

The study sought opinions on five legislative actions suggested by various groups interested in offering increased liability protection to directors and trustees.

● **Eliminating joint and several liability.** Across the board, nearly seven in ten corporate and not-for-profit respondents indicated that they would strongly favor eliminating joint and several liability, and approximately another 20 percent reported that they would somewhat favor elimination. Only about 6 percent were either somewhat or strongly opposed.

● **A cap on attorneys' contingency fees.** Of the total group polled, 91 percent said that they were in favor of limiting attorneys' contingency fees; only 4 percent registered opposition.

● **Limits on punitive damages.** Asked whether they would favor restricting the amount of money that could be awarded as punitive damages in a lawsuit, over 90 percent replied that they were in favor of such a limitation. The strongest response came from hospital executives, 80 percent of whom strongly favored limiting punitive damages.

● **Recovery of legal fees.** Of the total sample, 85 percent said that they advocated allowing a defendant to sue a plaintiff for the cost of his or her defense in lawsuits where the defendant prevails. This proposal was strongly favored by nearly 70 percent of the CEO group, but by only about half of those from universities, museums, orchestras and independent organizations.

● **Limiting strict liability.** All participants except CEOs and public officials were asked their views on limiting the concept that allows recovery even if the party sued is not at fault. About 62 percent were strongly in favor of such a measure—72 percent, in the case of hospital executives—and 19 percent indicated that they were somewhat in favor.

Self-protective Measures

Some boards have been or are considering taking steps to reduce the potential for liability litigation and to generally improve their oversight of management performance. Survey participants were

asked to indicate which of several possible courses of action, if any, their boards had undertaken and to indicate whether others merited thought and consideration.

● **Expand information systems.** Roughly 55 percent of the entire sample and nearly 70 percent of the CEOs reported that their boards had already improved the depth and delivery of management information to the board.

● **Review governance procedures.** About four in ten replied that they had undertaken a fundamental review of governance procedures. In addition, 14 percent said they had plans to undertake a governance review, and 19 percent said it was a worthwhile idea. Fifty-four percent said they had formulated a conflict-of-interest policy, 6 percent indicated they had plans to formulate such a policy, and 19 percent called it an idea worth looking into.

● **Alter board structure.** Survey participants were asked about several courses of action involving the basic composition or structure of the board:

—17 percent said they had formed new board committees, 6 percent said they had plans to do so, and 14 percent felt the idea had merit.

—Almost one-quarter of respondents (24 percent) said they had recruited new members to add specific expertise or experience to the board, another 10 percent indicated plans to do so, and 16 percent labeled it a good idea.

● **Bring in outside experts.** Close to two in ten (17 percent) replied that they had brought in outside experts to counsel the board on legal liability. While only 7 percent said they had plans to bring in outside experts, another 36 percent said it was an idea worth looking into.

A Parallel Study by the National Association of Corporate Directors

In a parallel study conducted in 1986, the NACD polled 2,800 corporate directors and 50 state insurance and commerce commissioners to determine the scope and severity of the D&O situation. Findings showed increasing insurance costs, more restrictive policies, a growing reluctance to accept directorships without liability protection, and an increase in resignations from boards.

● **Insurance coverage.** About 80 percent of the 370 directors who responded to the survey serve on boards covered by D&O insurance. Of that number, about two-thirds reported that renewal terms of

D&O policies had been reduced or made more restrictive over the last two years, and nearly three in ten said that their policies had been canceled or gone unrenewed in the last 12 months. About 45 percent indicated that additional exclusions were incorporated into renewal policies, and of the 70 who submitted D&O claims, about one-third had carriers attempt to either cancel coverage or add exclusions on which the claims were based.

These findings were corroborated by the 35 state officials, who reported a significant increase in the cost of D&O insurance coverage, accompanied by a drastic reduction in its availability. In the policies that remain available, state commissioners noted significant changes limiting the breadth of coverage.

● **Reluctance to serve.** About 36 percent of the directors polled said that they would be willing to serve on not-for-profit boards without D&O coverage, and about one-quarter said that they would serve without D&O coverage on corporate boards. About one in seven would refuse to serve on any board without protection, and approximately 4 percent had already resigned from boards without D&O coverage. Nearly half know colleagues who had refused directorships for lack of D&O insurance.

● **Litigation.** About half of the directors felt that it was "far more likely" that they would become involved in litigation today than five years ago. Thirty percent were currently serving on boards that had been involved in suits against directors, and about 18 percent had personally been named as defendants.

● **Remedies.** Of the 35 state officials surveyed, only 11 reported current or proposed initiatives to bring relief to the D&O situation. However, none of the state commissioners rated these initiatives as politically feasible.

Several state commissioners favored limiting director's liability to no more than one or two years of directors' fees (compensation) plus the value of any stock options given to directors. Less favored were awards that penalized directors for amounts between \$100 thousand and \$1 million. No states favored imposing penalties on directors in excess of \$1 million in punitive damages.

Over 90 percent of the board members called for state legislation penalizing frivolous suits against directors, and nearly three-quarters favored a state or federal cap on directors' liability.

Advocacy

State Volunteer Liability Legislation

By Stephen McCurley

The following chart provides a brief synopsis of the recent state legislation that has passed concerning volunteer liability. (For background, see "Protecting Volunteers from Suit: A Look at State Legislation" in the

spring/summer 1987 VAL). The chart is based on information sent to us, which means that some states that have passed recent legislation may have been inadvertently omitted and that some information about the particulars of the specific legis-

lation was not fully available to us at the time the chart was completed.

If you know of any additional information about state legislation, please send it to Kay Drake-Smith, Director of Information Services, at VOLUNTEER. We will include it in an update in a future VAL. If possible, we would appreciate receiving a copy of the complete text of the legislation.

You may find it helpful to refer to the article on state volunteer legislation in the spring/summer 1987 VAL, which more fully explains some of the categories utilized in this chart.

The chart is provided for general informational purposes only. We highly recommend that you obtain a copy of the law for your own state, read the complete version, and compare it to your own situation. If you have any questions about its applicability to your situation, consult with a local attorney.

Many thanks to all of you who already have helped by sending copies of your state legislation. This chart would not have been possible without you.—SM

STATE	REFERENCE	ORG. COVERAGE	VOL. COVERAGE	PROTECTION X = Exception
Alaska	§09.17.050 86	NP corp; public or NP hospital; school Bd; municipal Bds	Board, commission	X-gross negligence; X-to corporation
Arizona	§36-919 86	Ch & NP Corp involved in food distribution	Officer; Volunteer; Organization	X-gross, reckless, intentional misconduct
	Ch129 §10-1017 87	NP Corp	Board	X-willful, gross conduct; x-to corporation, members
Arkansas	Act 390 of 87	St/local govt; com vol org or 501(3)(3)	"any person who provides goods or services w/o financial compensation"	Not vicariously liable; not liable acts/omission; X-to extent of insurance for ordinary neg; X-bad faith, gross negligence; X-operation of motor vehicle, boat, etc.; X-professional licensed services
California	Ch 720, §5231.5 86	NP public benefit corp	Board	Act in good faith, best interests, prudent care
Colorado	CRS13-21-116 86	NP corp	Board	X-wanton or willful act
	CRS13-21-116(2)(a) 86	Ind; corp; assoc; partnership	All acting for benefit of another or to protect health or safety	Act in good faith
Connecticut	PL86-338(10) 86	501(c)	Board	Act in good faith, within scope; X-willful, wanton misconduct
Delaware	Ch81, title10 §133 86	501(c)	"trustee, director, officer, agent, worker"	No civil damages for any negligence
Florida	HB1096 87 FS607.1645	NP orgs	Board	?

Ch = charitable; NP = nonprofit; St = state

STATE	REFERENCE	ORG. COVERAGE	VOL. COVERAGE	PROTECTION
Hawaii	HRS416 86	NP corp	Board	X-gross negligence
Illinois	PL84-1431 Art 1 86	Local public entity	Bd, commission, volunteer	X-willful, wanton act
	PL84-1431 Art 7 86	501(c)	Board	X-willful, wanton act
	HB1555 87	NP orgs	Board, vols	X-willful, wanton act
Indiana	IC34-4-11.5-1 86	St/local govt; NP corp; business trade assn	Board, commission	Liability limited to ins coverage; if no coverage, then immune
Kansas	SB28 87	501(c), X-med care	Bd; "other person who performs services"	X-authorizes, approves actively participates + willful, wanton, intent; X-only to extent of ins
Louisiana	RS9:2792 72	Public, charitable or NP hospital or org	Board	Not liable to any who receive benefits
Massachusetts	Ch156B §13 86	Corp	Director, officer	Articles of org may eliminate or limit liability to corp or membership; X-breach of loyalty, bad faith, intent, conflict of int; X-only to shareholders or members
Maryland	Ch643 §5-312 86	501(c)(3)	Board; vol employee	Org must carry ins; X-malice, gross negligence; X-to Att Gen
Michigan	MCL691.1401 86	St/local agency, pol. sub-division	Bd; commission, volunteer—must be "specifically designated"	X-gross negligence; X-hospital or med care facilities
	MCL450.1561 87	Corp	Board	right to indemnification; no immunity
Minnesota	Ch455 §317.201 87	NP org	"Director, officer, trustee, member or agent"	X-good faith, within scope; X-willful, reckless; X-to govt entity; X-to org; X-cause based on federal law; X-based on contractual obligation (amends §317.201)
Missouri	RSMo537.037 86	Any person	Emergency care	If trained in first aid, X-gross negligence, willful, wanton acts
Nebraska	LB 67 of 87	501(c)(2,3,4,5,7,8,11 or 19)	Board	Act within scope; X-willful, wanton acts; X-to corp; X-vehicle or alcohol related
New Hampshire	RSA216-A:3-h 86	Govt	Parks vols under supervision	Covered by state tort claims protection
	RSA508:15 86	Person, corp, org involved in food distribution	Vols, org	X-gross, reckless conduct
New Jersey	NJSA 2A: 62A-6 86	NP org	Sports vols	Not liable to player or participant if trained, acting w/supervision; X-in ed. inst; X-motor vehicle; X-willful, wanton
New York	NY Laws 375 §§11-13 86	501(c)	Board	X-gross negligence, intent
Nevada	NRS411.480 87	NP corp, assn, org	Board	X-intent, fraud or knowing violation of law
North Carolina	HB152 87 Art43-b §1-539.10	501(c)(3)	Direct service vol	Good faith and reasonable; X-gross, wanton, intent; X-motor vehicle

Ch = charitable; NP = nonprofit; St = state

STATE	REFERENCE	ORG. COVERAGE	VOL. COVERAGE	PROTECTION
North Dakota	HB1079 87	501(c)(3,4,5,6,7,10,19)	Board	Act in good faith, scope; X-willful, gross; X-reimbursement of expenses above \$2,000; X-receipt of compensation
	HB1080 87	NP orgs	Volunteer	Act in scope; X-willful, gross; X-vehicle
		NP orgs	Sports vols	Act within scope; participated in training and safety program; X-willful, gross; X-vehicle; X-exercising supervision; X-part of ed. inst.
Ohio	ORC2305.38 86	Non-hosp, char NP corp under ORC1702	Bd; volunteer	X-prior knowledge and approval, or ratification; X-willful, wanton, or intentional
Oklahoma	Title 18, §865 86	501(c)	Board	Not responsible for acts of employees or other directors; X-own negligence or intent
Pennsylvania	Title 42 §8332.1 86	NP assn	Sports vol	X-below generally practiced standards; X-transportation; X-relate to care of playing area
	Title 42, §8332.2 86	501(c)(3)	Board	X-below generally practiced standards
South Dakota	§23A-28-11 86	Any recipient of community service defendants	Orgs	X-gross negligence, willful, wanton; and only to extent of insurance
	Ch47-23 87	501(c); hosp	Board	X-willful, wanton
	HB1317 87	(501)(a), 501(c), hospital, govt entity	Board, service vol, commission	Act in good faith & within scope; X-willful, wanton; X-motor vehicle; X-to extent of ins (X-for board)
Tennessee	§28-3-301 86	501(c)(3),(c)(6)	Board	X-willful, wanton, gross
	29-20-201 86	Govt boards, commissions	Board	X-willful, wanton, gross
Texas	Title 4, Ch 84 §84.001 87	501(c)(3,4), except health-care provider	Board; vol	Act in good faith & within scope of duties; X-motor vehicle (to extent of insurance); X-intent, willful, wanton; X-Bd member liability to org and members
Virginia	§13.1-870.1 87	NP corp	Board	Liable only to amount of compensation
Vermont	S37 87	501(c)(3)	Board	Good faith; X-willful, wanton
Washington	RCW4.24 sec 86	NP corp	Board	X-gross negligence; X-to corp
	RCW7.70 86	Pub or private hosp	Board	Not responsible for care by health care provider; X-gross negligence in granting privilege
Wisconsin	AB301 87	NP org	Board; vols	?
Wyoming	WS1-23-107 86	NP corp; gov	Board, commission	X-intentional tort or illegal acts

Ch = charitable; NP = nonprofit; St = state

BURNOUT

How You Can Try So Hard to Succeed and Yet Fail

By Anthony J. Alessandra, Ph.D.

Once I knew a realtor who was so successful that he failed. His listings and closings were high, his commissions were high, and yet he failed. He was in his office at 6:00 a.m. each weekday and left at 9:00 p.m. each evening. He used weekends to work at home to "catch up" on reading, paperwork and administrative details.

His fierce and unrelenting work schedule was amply rewarded financially. Unfortunately, along the way he became a "different" person. He became irritable, forgetful, impatient and fatigued. His family, friends and co-workers were disappointed, even disgusted with his "new" personality. While he was very successful at work, he was failing at everything else. Eventually, he became bored and disenchanted with being a realtor and left the business altogether. He was a classic victim of the vicious cycle of BURNOUT.

What is Burnout?

What happens when you run a machine too hard and too long? It burns out. The same thing happens to a "human" machine—a person. When people strive too hard and too long to reach a goal, they burn out. Burnout is a state of fatigue and/or frustration brought on by an intense pursuit of a goal or devotion to a cause. It brings on a series of physical, emotional and psychological problems.

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Who Suffers from Burnout?

Super Achievers suffer from burnout. They usually have overly full schedules and yet still find the time to take on more. They have a difficult time saying "No!" to others' requests. When working on projects, they usually do more than their share. Part of their problem relates to their inability or unwillingness to delegate to others. They like things done right and done on time. Consequently, they do almost everything themselves.

I liken burnout victims to jugglers. They pick up three balls (jobs, tasks, causes) and start juggling them. Once they feel competent enough, they pick up two more balls. Then three more. Now, they're juggling eight tasks at the same time. Other people marvel at the burnout victim's ability to do so many things at the same time. The victim's pat response is, "I work well under pressure." That is true.

However, nobody works well under extreme levels of tension and pressure for extended periods of time. Eventually, the overall quality of their work diminishes. People around them become increasingly skeptical, disappointed and critical of the victim's work. The victims sense these negative feelings and overcompensate by pushing themselves even harder. They actually pick up four more balls for their juggling act. The quality of their work deteriorates even further. The vicious cycle of burnout claims another victim.

The people who fail to burn out are not bad people. They simply lose their perspective of what is really important in life.

They strive too hard to reach a goal in one area of their life, such as their business or profession, and let the other areas of their life (family, social, personal, etc.) flounder. They usually do not heed the warning signals or symptoms of burnout because they honestly believe things will get better soon. They don't!

They simply expose themselves to too much stress over too short a period of time and they burn out. Even when they're lucky enough to achieve their goal and get what they want, it usually isn't what they expected. In other words, the reward doesn't seem to compensate them for their efforts.

Are You in the Process of Burning Out?

Most people like to know whether they are one of the unlucky victims of burnout. If so, you are probably exhibiting some or all of the burnout symptoms. These include

- constant exhaustion
- paranoia
- forgetfulness
- emotional tension
- boredom
- lethargy
- impatience
- irritability
- skepticism
- cynicism
- and a "superman" complex—a sense of omnipotence.

Do not rush to the burnout doctor if you are experiencing some of these symptoms. It is common for everyone to experi-

ence some of these ills occasionally, yet temporarily, in some areas of their life. The burnout victims have symptoms that are constant, growing, and pervasive throughout all aspects of their life. They are truly sick physically and emotionally.

How prone are you to burnout? Take the accompanying Burnout Quiz to determine your current potential for burnout.

How Do You Prevent or Recover from Burnout?

It's not easy. It requires an intense commitment on your part to change your behavior for the better and the healthier. It will require the same devotion and willpower as quitting smoking or going on a diet. However, don't try *too* hard. You may burn out by trying too hard to get better.

The following activities can help prevent you from becoming a burnout victim. They can also aid you in recovering from a burnout you already are experiencing. In following these guidelines, do not try to change too many of your behaviors at once. That will result in a quick case of frustration and a reversion back to your "comfortable" old behaviors.

Attempt one new behavioral change at a time. Do not try an additional new behavior until you have comfortably mastered the previous one. In this way, your new "healthy" behaviors will last.

1. Limit the number of hours you work.

The classic burnout victims work excessively long hours—six or seven days per week. Even when they're home or out socializing, they can't stop thinking and talking business. They wear themselves down physically and mentally.

Make a firm commitment to cut your daily workload down by one hour per week, each and every week until you're down to 8 or 9 hours per day, five days per week. Don't say that's impossible. It certainly is *if* you learn how to manage your time better.

2. Set goals—write them down. Most burnout victims work so hard and so long because they get bogged down in too many trivial tasks. Very often the really important jobs, the ones with a high payoff never get done. This lack of task perspective is very often the direct result of not having clearly defined goals in writing.

By knowing what is truly important to you in your life, and by having clearly written goals and action plans, you are better able to differentiate the high payoff tasks from the low payoff tasks. Then, if you spend most or all of your time doing your high priority tasks, you'll probably accom-

plish twice as much in half the time.

3. Learn to say "No!" Burnout victims have a difficult time telling people they are not able to do another task. They feel it shatters their omnipotent image. Ironically, taking on too much puts so much pressure on the burnout victims that the overall quality of their work decreases and their "superman" image suffers anyway. When you feel you have more than enough to keep you busy, politely refuse to take on more.

4. Learn to delegate. One of the major problems afflicting burnout victims is their inability and unwillingness to delegate tasks to others. They must resist the tendency to do things themselves. Train others, especially your secretary or assistant, to do your routine and low priority tasks. Also delegate the right to make mistakes. That's how others learn. Give them their space to do things on their own. You should be spending your time on planning and completing your high-priority tasks.

5. Exercise. One of the most effective ways to relieve tension and stress is through exercise. It not only helps you

avoid a burnout episode, it also helps you circumvent many other physical ailments. Workaholics and superachievers complain that they do not have the time to exercise. On the contrary, taking time out of a busy schedule to exercise usually makes you feel less fatigued while you're working and actually increases your level of awareness and productivity on the job. Force yourself to get at least three hours of physical activity per week.

6. Break your routines. Don't follow too rigid a schedule. Too much structure gets you into a rut. In the field of nutrition, the experts recommend "rotational" dieting. That simply means not eating the same foods all the time and adding variety and flexibility to your eating habits. The same advice holds true for your daily and weekly work schedule. Purposely go out of your way to do some things differently, to do some new things, and to do them at different times.

7. Try to relax. Kick back every so often during each day. Let your mind wander, not thinking about anything in particular, and especially not about business. These

VOLUNTEER ADMINISTRATOR'S BURNOUT QUIZ

SA	=	Strongly Agree	=	10 points
A	=	Agree	=	7 points
D	=	Disagree	=	3 points
SD	=	Strongly Disagree	=	0 points

- _____ 1. I always seem to feel fatigued throughout the day.
- _____ 2. I find myself talking less and less in business and social meetings.
- _____ 3. My memory seems to be deteriorating—I'm forgetting more and more.
- _____ 4. Even after a good night's sleep, I still feel tired.
- _____ 5. I find it very difficult to really relax—my mind always seems to be in full gear thinking about work.
- _____ 6. At the end of each day, I feel that I'm further behind than when I started the day.
- _____ 7. I seem to be more irritable and cranky lately. I am not as patient with others. I have a short fuse and blow up easily.
- _____ 8. I am spending less and less time on physical activities and hobbies—or with my family and friends.
- _____ 9. I seldom seem to be pleased with what I've already accomplished. I feel that I should be accomplishing more.
- _____ 10. I either operate at full speed ahead or at dead asleep—no middle ground.

SCORING

- 0-5 points.** You either don't do anything, or you've really got your act together.
- 16-50 points.** You're doing well. At this level, you're highly unlikely to suffer from burnout.
- 51-80 points.** You're on thin ice and just about ready to fall in. You'd better change your lifestyle quickly because burnout is knocking down your door.
- 86-100 points.** I'm glad I don't work for you or with you. You are a walking time bomb. If you do not make immediate adjustments in your behavior, you may be burned out by the time you finish reading this article.

are necessary "recharge" breaks. Take long hot baths at home to relieve tension. You will find that this is an ideal way to relax both your mind and body.

8. Eat lunch AWAY from the office. This is an excellent way to accomplish many of the above suggestions. Walking to and from the restaurant or the park is an excellent source of exercise. Eating lunch outside or in the park is an ideal way to relax and cleanse your mind. Leaving the office for meals breaks the routine of being in the office all day.

9. Take vacations. Most burnout victims rarely take vacations. They have too much work to do. Even when their spouse "forces" them to go on a vacation, they load one suitcase with books, reading materials and work. If the vacation consists of more than three days in the same location, burnout victims start climbing the walls. They're on a "withdrawal" from work.

If you react in the above manner, take a series of three-day vacations throughout the year and discipline yourself not to bring any work with you. Vacation to relax, not simply to work in another environment.

10. Spend more time with your family. I realize not everyone is married or has a family. Those who do should schedule their family members into their appointment book and respect the entry as they would any other business appointment. Eat at least one meal per day with your family. Try to keep business calls to a minimum at your home. Spend one evening and one-half day per week doing something with your family as a group (TV watching doesn't count!). Get to really know the people who are very important to you in your life.

11. Take time for yourself. Get away by yourself intermittently. Spend some time alone getting to know yourself. Meditate. Relax. Read light, enjoyable material. Pursue a hobby that has absolutely nothing to do with your line of work, but is relaxing and enjoyable. Treat yourself—you deserve it.

12. Don't take life too seriously. Believe it or not, you're not indispensable. Not to the world. Not to your country. Not even to your company. Everything will go on with or without you. Let up on yourself and oth-

ers. Yes, you do make a contribution—maybe even a major one. But don't overestimate your own value and worth. Do what you do and do it well. But, don't kill yourself in the process, because then you're of no value to the people and causes for which you were working. Take care of yourself and enjoy *all* aspects of your life—not just work. Everyone will be the better for it, especially you.

Being a successful administrator is not easy. It takes hard work, "smart" work and dedication. However, if you try TOO hard to succeed, at the expense of the other areas of your life, it is only a matter of time before you burn out. The consequences of burnout are not pretty—you've already read about them.

You don't have to fall victim to it like the realtor I described at the beginning of this article. Just keep your goals in perspective, your total life in balance, and follow the burnout prevention recommendations suggested in this article—you'll have nothing to worry about. You'll be successful in ALL areas of your life—including work.



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WHY CORPORATIONS SUPPORT EMPLOYEE VOLUNTEERING

From Building Partnerships with Business: A Guide for Nonprofits, a New Resource from VOLUNTEER—The National Center

There are three things you need to know to recruit and retain volunteers from business: (1) why corporations sponsor volunteer programs for their employees; (2) how those programs work; and (3) what you need to do to compete successfully for those volunteers. The following excerpt from VOLUNTEER's new guide, Building Partnerships with Business, focuses on the "why." The 28-page booklet also contains detailed descriptions of corporate volunteer programs—what they are and how they operate—and step-by-step guidance on how to work with corporations.

Building Partnerships with Business is one of a series of products developed by VOLUNTEER through its Workplace in the Community Project, funded by CBS, Inc., Honeywell, Levi Strauss Foundation and the Aetna Life and Casualty Foundation.

The most important and fastest growing source of volunteers in the past five years has been the workplace. Major corporations, small businesses and even public agencies increasingly are undertaking activities that encourage their employees to volunteer and support them in their effort to do so.

In 1985, for example, over 600 major companies sponsored such activities. More than 200 companies reported in VOLUNTEER's 1985 Workplace in the Community survey that almost 300,000 of their workers were active as volunteers. Based on commonly accepted national averages, that could translate into some

50 million hours of community service, worth approximately \$400 million annually.

The roster of "involved companies" ranges from the largest to the smallest on the *Fortune* and *Forbes* lists, from industrial giants to emerging service businesses, from headquarters of multi-nationals to their local outlets. They span virtually all industries: oil, communications, banking and financial services, insurance, chemicals, transportation, retailing, utilities.

Employees are involved in health, education and cultural activities. They work with neighborhood groups, hospitals and recreation centers. They raise money, sit on governing boards, provide management assistance and help provide direct human services. They work from corporate headquarters, from regional offices and from manufacturing facilities.

They include both Hugh Jones, chairman of Barnett Bank of Jacksonville, Florida, who founded the Korean Heart Program there and works individually with children it serves, and Vince Terialles, a cook on an ARCO Marine ship based in Bayport, Texas, who developed and managed a volunteer CPR training program for his local Red Cross.

Some get released time from their jobs to volunteer while others do it on their own time. Some work in teams led by other worker volunteers; some, in group projects managed by their company; others, in individual assignments. A growing number are able to use their volunteer time to obtain cash grants from their companies for the organizations they serve. A few get awards for their work; most do not.

But no matter what the structure of their program, no matter who in the company is involved, one fact remains constant: Volunteers from the workplace provide a significant source of talented, committed, energetic volunteers for the community.

Here is a specific example: In Houston, Tenneco has given priority to the development of business/school partnerships. In the spring of 1981, Tenneco adopted Jeff Davis High School, an inner-city school with a high concentration of economically disadvantaged students. Because of high dropout and absenteeism rates and low composite test scores, Tenneco decided to focus its efforts on the nurturing of positive views of work in general and of business in particular.

Employee volunteers teach and serve as role models, helping to build students' self-confidence and influencing their attitudes toward learning. Tutors assist in everything from math to French, chemistry to drafting.

George Diaz, principal of Jeff Davis, sees the impact of the program this way: "The most important message that comes across from having Tenneco as a partner is the feeling of importance that has been given to students, teachers, administrators and community leaders. The fact that a large corporation like Tenneco would take the time to provide volunteers to an inner-city school proves to teachers and administrators that the business world cares. It says that it cares enough to want to have a stake in the future and well-being of our young people."

Such an impact is felt quite literally every day in communities nationwide as cor-

porations mobilize *their* most important resources, their people, to help solve problems, deliver needed services and improve the quality of life in their communities.

What can *you* get from corporations? The very same resources:

- More people
- Technical skills and professional expertise
- More advocates for your organization and your consumers
- Entry into new networks within the community
- An ongoing relationship with business that can bring you other non-cash resources and maybe even money

Understand the Corporate Rationale for Employee Volunteering

It is critically important for voluntary organizations to understand the rationale for corporate support of employee volunteering. Without this basic understanding, it is impossible to respond adequately to the interests and needs of business in this area.

Employee volunteering is important for three fundamental reasons:

First, employee volunteering is an appropriate and effective tool that corporations can use in meeting their overall economic and social goals and in responding to the expectations of their various constituents or stakeholders.

Second, it is a source of human talent and energy for communities to draw on as they seek solutions to difficult human, social and economic problems. Corporations can and do provide not only willing volunteer hands but also people with specific skills and expertise that may be unavailable from anywhere else.

Third, because the workplace plays a central role in the lives of most Americans, corporations can support and encourage volunteering as one of the ways in which individuals can help themselves, as well as others, throughout their lives. Doing so is not only the morally correct position for corporations but also one that will benefit them by strengthening their workforce.

Corporate leaders have discovered that employee volunteer programs are *tools*:

- To respond to the expectations of their own workers, the public, and the government that they will become involved in community problem-solving
- To address the interests of their multiple constituencies, including their shareholders

- To build a loyal, productive and participating workforce

- To create healthy communities in which to live and do business

- To demonstrate the moral courage and leadership that builds public respect and enhances marketing of products and services

From their discovery the following rationale for employee volunteering has evolved:

1. Volunteer programs are a way for corporations to respond to workers' concerns about the quality of life in their working and living environments.

2. Volunteer programs are a way to in-

Employees are involved in health, education and cultural activities. They work with neighborhood groups, hospitals and recreation centers. They raise money, sit on governing boards, and provide management assistance.

crease and reinforce workers' skills, particularly in leadership and participatory decision-making.

3. Volunteer programs are a way for business to respond affirmatively to the public's expectation of its involvement in community problem-solving.

4. Volunteer programs are a way for corporations to demonstrate moral leadership, "doing the right thing," which redounds to the ultimate benefit of the company.

- **Volunteer programs are a way for corporations to respond to workers' concerns about the quality of life in their working and living environments.**

John Naisbitt writes in *Re-inventing the Corporation*, "The corporation's competitive edge is people—an educated, skilled work force that is eager to develop its human potential while contributing to the organization's growth."

In practical terms, that means that corporations must respond to the interests, needs and concerns of their workers in order to attract and retain the best possible employees.

Cornell Maier, chairman and chief executive of Kaiser Aluminum and Chemical, captured the essence of the issue in a 1985 speech at the Minnesota Keystone Awards program. He said, "The quality of life is what helps us attract, and keep, valued employees. Our employees all have lives of their own, aspirations and desires outside the confines of their offices and work stations. They want to live in healthy, vibrant communities, with happy, productive friends and neighbors."

Employee volunteer programs are an obvious kind of nonwork activity that can contribute to both aspects of corporate efforts to address worker concerns about the quality of life: for the workers as individuals and in the community in which they live. As Allstate Insurance Chairman and CEO Donald Craib has said, volunteer programs "acknowledge that people want to identify with their institutions, and they provide that opportunity in a wholly positive context."

There are practical benefits to corporations of the good feelings and sense of connection that come from volunteering. Those benefits are reflected repeatedly by middle managers who find that *workers using released time for volunteering are more productive and have a lower rate of absenteeism than those who are not involved.*

Workplace-based volunteering recognizes and reinforces the importance of unpaid, helping work in our lives. It offers additional opportunities to provide in all ways for ourselves and our families, to contribute to our community and to grow personally and professionally. Participation in helping and problem-solving activities is an empowering experience, reminding each of us of our power to make a difference in the lives of others and in the quality of life of our community. Empowered people who believe in themselves contribute to high productivity and success in a business environment.

As James Kettelsen, chairman and CEO of Tenneco, has said, "Pride in what the company does creates pride in a per-

son's job—and builds more effective productivity on the job. The pursuit of excellence in work and quality of life is long and challenging. Fulfilling one's potential is equally difficult, but as a corporation and as a group of caring, sharing people, we're trying and we're succeeding on both counts."

■ **Volunteer programs are a way to increase and reinforce workers' skills, particularly in leadership and participatory decision-making.** A 1982 survey by the New York Stock Exchange found that 41% of companies with more than 500 employees had worker-management participation programs. Facts such as these have led Arnold Brown and Edith Weiner to conclude, in *Super-Managing* that, "The 1980s will mark the first decade of widespread employee participation in decisions regarding job design, work schedules, intercompany relations, and goal setting."

Such a dramatic shift will not be made painlessly, either on the part of the individual workers or those who must manage them and simultaneously change the style of their management. Indeed, it is most likely to be those middle-level managers who have the most difficulty making the change.

Volunteer programs offer an excellent opportunity for some employees to gain the leadership and participation experience they need to work effectively in the new business environment of worker participation in planning and decision-making. Similarly, they offer middle managers the opportunity to participate in work situations with employees that are more collaborative than hierarchical, helping them to become comfortable with the desired new forms of workplace interactions.

One example of how this happens is the "involvement team" approach to employee volunteering. Typically, involvement teams will include a true cross-section of employees, with janitors, machine operators, supervisors, secretaries and computer programmers working side by side to identify needs within the community, to determine how best the team (and, by extension, the company) can respond, and to plan and implement specific projects that most often will involve employees beyond those who are team members as volunteers.

Distinctions between managers and non-managers are at worst blurred and usually invisible. The team works under the leadership of a chairperson who is as likely to be a line worker as a supervisor.

At Federal Express, the impact of volunteering on skills has been expressed somewhat differently, but no less compellingly. There, the company has identified eight managerial skills that it believes are important to its work. They are: teamwork, ability to motivate others, organization, leadership, listening, decision-making, speaking and writing.

In a recent survey of employees who volunteer through the company's Corporate Neighbor Team, over 40% of the respondents indicated that they had gained skills from their volunteering in seven of the eight areas. Positive ratings ranged from a low of 43% for speaking to 67% for

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teamwork. Between 53% and 57% responded positively about leadership, organization and ability to motivate others.

Barbara Ragland, senior manager of community service for Federal Express, says of the survey results, "The degree of time and effort contributed to the teams is perceived to rate proportionately to personal career development and productivity. The program actually provides leadership opportunities for some that they would not otherwise have in their Federal Express work experience. For these employees, team leadership experience is seen as contributing to job satisfaction."

■ **Volunteer programs are a way for**

business to respond affirmatively to the public's expectation of its involvement in community problem-solving.

The expectations the public holds about the responsibility of business to participate in the total life of the community are increasingly clear. They are typified by polls such as a 1981 Harris survey that concluded Americans, by approximately a three-to-one margin, felt corporations were doing less than they should in the areas of unemployment, education, and aid to the handicapped, elderly and poor.

Nor are such expectations limited to the general public. One of the four basic convictions on which Honeywell has built its social responsibility program is that "Honeywell employees expect their company to act responsibly in community matters and to play an active part in social concerns."

One benefit of giving leadership to the community is that it will help develop greater public support for business and in the process can help create an atmosphere in which business can prosper. Or, stated from the negative, doing so can help fend off unwanted pressures from government and the public. Another of Honeywell's four basic convictions, for example, is, "In order to avoid unwarranted business regulation, Honeywell should address social change and business responsibilities before government is forced to act."

For most companies, community relations activities traditionally have consisted of the contribution of cash or products. But, the mobilization of employees as volunteers will have an even greater impact—on both the community and the company—than the act of putting a check in an envelope.

Says James F. Beré, chairman and CEO of Borg-Warner, "It has always been easier to make out a check than to become personally involved Yet, just giving money without direct involvement does not meet the true test of social responsibility. We must become genuine volunteers—individuals helping other individuals—to effectively meet this critical social need, taking on one problem at a time, winning one battle at a time."

George Romney, chairman of VOLUNTEER, has made this point repeatedly: The basis of the relationship between corporations and communities is the recognition that while the corporations have the human and financial resources the community needs, the community conversely has the political power to provide the envi-

ronmental support the corporation requires. "There can be no better way to realize that," he says, "than by the active involvement of corporate employees in all aspects of community life."

■ **Volunteer programs are a way for corporations to demonstrate moral leadership, "doing the right thing," which redounds to the ultimate benefit of the company.** James O'Toole, author of *Vanguard Management*, asked several executives about their companies' policies and programs of social responsibility. Their replies are well worth repeating here in their entirety:

When I asked Walter A. Haas, Jr. . . . what the rationale was for forming [Levi's Community Involvement Teams], he said, "It was simply the right thing to do." When I asked Jan Erteszek why he believed that every one of his "associates" had a right to share in Olga Company's profits and ownership, he answered: "Because it is the morally right thing to do." And when Honeywell's James Renier was asked why he stayed with the goal of participation through ten years of less-than-enthusiastic support from his fellow managers, he replied: ". . . It would be worth doing simply because it is the right thing to do."

O'Toole argues that corporations not only have an affirmative obligation to do good, but that they are better for having accepted it. It is, he writes, "the key trait of moral leadership . . . [that] separates the eminent from merely very good corporations."

It is this possibility of accomplishment that gives "doing the right thing" its ultimate benefit. But there are very pragmatic business benefits as well. O'Toole writes that in doing the right thing, business leaders "lay the foundation for the continued survival of corporate capitalism." And Allstate Chairman Don Craib says that when corporations "help to improve social conditions, they are working to enhance their own profits as well. In the long run, the economic and social well-being of our communities assures the well-being of our corporations."

James E. Burke, chairman of Johnson & Johnson, echoes this: "Most successful corporations in this country are driven by a simple moral imperative to serve the public better than the competition does. There's an important correlation, in my way of thinking, between a corporation's public responsibility and its ultimate financial performance. Although public service is implied in the charter of all American companies, public responsibility—in reality—is a company's very rea-

son for existing."

Doing the right thing through employee volunteer programs has the added attraction that it encourages and supports workers in doing the right thing in their personal lives, contributing in a positive way to others and to their communities. Who among us would not have it said of us, "He or she did the right thing . . . and helped others to do it as well."

It is clear, then, that employee volunteering is a "win-win" situation, benefiting the community, the individuals who volunteer and the corporation itself. Volunteer managers are familiar with this mutual benefit approach to volunteering, recognizing that individuals who volunteer are meeting their own needs as well as responding to the needs of others. Volunteering thus becomes a dynamic relationship, in which the lines between giving and taking are constantly blurred.

We in the volunteer community have become increasingly comfortable with this philosophy and have successfully built our volunteer programs on it. It is only a small step, then, to recognize that institu-

tions, like individuals, have needs that can be met through volunteering.

George Moody, president of Security Pacific Corporation and chairman of the board of the American Red Cross, perhaps best and most directly captured this when he said, "By providing volunteer programs, we enable community organizations to receive needed assistance and enrichment while our people develop skills and receive great personal satisfaction through helping others. This winning combination makes good, sound business sense."

Voluntary organizations that want to compete successfully for corporate volunteer resources must be equally prepared to exercise "good, sound business sense" by preparing themselves to respond to the needs and concerns of the corporations from which those volunteers come.

Building Partnerships with Business: A Guide for Nonprofits is available for \$9.95 + \$2.50 postage/handling from Volunteer Readership, 1111 N. 19th St., Suite 500, Arlington, VA 22209.

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Don't Forget the Military Volunteers

By Sgt. Robert E. Burnett, USA

Many volunteers and volunteer administrators in the military attended this year's National VOLUNTEER Conference. One participant, Sergeant First Class Robert E. Burnett, who volunteers for the Army Community Service Office in St. Louis, Mo., observed that a popular topic of conversation was volunteer recruitment. Noting that the military community is often overlooked by programs and organizations that target specific population groups for volunteer recruitment efforts, he asked that we share the following information about this large source of valuable volunteers.

Who Are We?

- We are the men and women of the United States Armed Forces. We are the Army, Navy, Air Force, Marine Corps and Coast Guard who stand together, proudly, in uniform to protect this wonderful land we already serve.
- We are the men and women in uniform between the ages of 18 and 55 who become bored and then become barracks rats because there is nothing to do. Nothing to do simply because we haven't been asked or challenged.
- We are the military retirees with between 20 and 40 years of experience in various fields and professions.
- We are the six million-plus dependents of the uniformed men and women.
- We are the sons, daughters, aunts, uncles, cousins, mothers, fathers and friends of someone who lives in your city, town or community.
- We are the forgotten.

Where Are We?

- We are stationed in every state and territory of the United States.
- We are in all major population centers, at military bases, cities, towns and county seats.
- We are in the Yellow Pages of your phone book. Look for us under Government, Federal. Look for

Army, Navy, Air Force, Marine Corps and Coast Guard. Look for recruiters!

- We are retired, living in your town. Look for us at the American Legion, Disabled American Veterans, Veterans of Foreign Wars, American Veterans, Old Crow Association. Look for us in your parades on Memorial Day and the Fourth of July.
- We are in and out of uniform—in front of, behind and along side you every day. We are where you are.

What Are We?

- We are a closed society. Closed due to the commitment and desire to serve in uniform. We have lived in and functioned in a way that most people are never required to. We have lived, fought, bled and died together. As a result, we have sometimes forgotten the requirements of your society as we tend to the needs and wants of ours.
- We are the speakers of a "foreign" language, made up of acronyms like MIA, KIA, POW, REMF, TGIF, C-Rats, SNAFU" and slang such as "Rounds, Clicks, Willie Peter, Victor Charles, Doggie, Swab-bie, Old Man."
- We are the volunteers.

What Will We Do?

- We will do whatever needs to be done. Show us the need and we will furnish the strong backs and agile minds to meet all challenges at least half way.
- We will aid the elderly, take handicapped children to Special Olympics and fishing. We will sit at the feet of those in need and thank God we could help. We will work alone or as a member of your team, group or organization.

When Will We Do It?

We will volunteer today, tomorrow and next year.

OPEN YOUR EYES, AMERICA—ACCEPT US AS VOLUNTEERS!

Volunteers Carry Hospice Approach from Hospital to Home

By Robin Rose, R.N.

Volunteering one's time and talents is an activity that is fashionable and deserving of praise. The federal government has taken the lead in promoting volunteerism, particularly with regard to the volunteer aspect of hospice programs. Federal legislation, which certifies hospice care and qualifies the program for reimbursement, mandates a volunteer component for any hospice program. Considerable documentation exists substantiating the dynamic role volunteers play in hospice organizations.

Because there is an increasing consumer demand for less costly services, health care providers are beginning to carefully evaluate the role of volunteers.

The concept of using volunteers to assist professional staff in providing services is not new, although a service of hospice-trained volunteers used flexibly within the inpatient and outpatient setting is fairly unique.

At St. Joseph's Hospital Centers in Mt. Clemens, Michigan, a hospice volunteer coordinator and an oncology head nurse coordinated the effort to plan, implement and evaluate a combined in-hospital and in-home hospice-type volunteer service. The program offers support and encouragement to terminally ill patients and their families.

Why a Hospice Approach?

While the process of dying is clearly a process of separation from living, the process is still an integral part of living, even though it will lead to the events of death. So the hospice approach is based on the following considerations:

1. Providers of comprehensive health care have some obligation to address this

stage of a patient's life.

2. Note has been taken that the way individuals face dying represents the prevailing values of the society in which they live

3. Factors that may contribute to this society's view of death as a catastrophic and unacceptable event include urbanization of a once predominantly rural nation, secularization from religion, movement away from support of the extended family, decreased participation with the aged and dying, and advances in medical technology.

4. Social and technological forces are not consonant with the naturalness of dying.

The hospice approach offers a competent, appropriate alternative form of care for the patient. St. Joseph's program is based upon such a philosophy.

Program History

St. Joseph's is a 527-bed community hospital in Macomb County, Michigan. Established in 1899, the hospital has long been the primary provider of health care in the northern Detroit suburbs.

From 1982 to 1984, St. Joseph's Auxiliary directed its fundraising efforts toward developing a hospice program. Many possibilities were explored on how such a program could best serve the hospital's rapidly growing service population. With federal and other third party reimbursement practices still uncertain, hospital management chose to begin by establishing a specially trained corps of volunteers to serve on the acute care oncology unit. A hospice volunteer coordinator was hired in the summer of 1983 and the hospice volunteer training program began in January 1984.

Volunteer Recruitment

Recruitment of hospice volunteers has posed no problems to date. Many of the first volunteers came directly from the ex-

isting hospital auxiliary organization. After an enthusiastic beginning, word of mouth stimulated many interested calls to the volunteer office. Patients and families have expressed appreciation for the service and have spread the word throughout the community. The volunteer coordinator is available to present informational programs to community and civic organizations. Press releases on each hospice training course have produced excellent volunteer response.

Qualities the hospice volunteer coordinator looks for while interviewing potential volunteers are:

- Emotional maturity
- Warmth
- Tolerance
- Dependability
- Positive attitude
- Ability to be flexible and work as a team member

The interviewer is alert for individuals who express signs of dependency, depression or inappropriate religious zeal. Those individuals may not be appropriate candidates. Additionally, an individual should not participate in hospice training for at least one year after the death of a significant other, so that one's own healing is accomplished.

Training Program Objectives

Training for hospice volunteers follows the format established by the hospice movement in this country. A 30-hour course, consisting of weekly three-hour sessions over a 10-week period, introduces the prospective volunteer to both the affective and cognitive dimensions of terminal illness and death.

Hospice philosophy and organization are presented, along with discussions on a number of relevant topics including:

- Communications skills and listening ability

Robin Rose, R.N., is the director of volunteer services at St. Joseph's Hospital Centers, in Mt. Clemens, Michigan.

- The value and implications of the funeral ritual
- The disease process of cancer
- The volunteer's role in carrying forth the hospice approach

Three sessions are spent exploring the volunteer's self-awareness, coping abilities and strategy and available support systems. Seasoned volunteers join the group near the end of training to share their experiences and to encourage the new volunteers.

As with hospice training, prospective volunteers are not expected to make a commitment until they have completed their training and had a post-interview with the coordinator. If both parties then agree that the individual appears able to give appropriate service to patients and families, he or she is paired with an experienced volunteer to begin service on the in-patient unit.

The Hospice Volunteer Role

Roles that volunteers are expected to fulfill include: limited personal care to patients; emotional support and friendship to patients and families; facilitation of communication between patients, patients' families and the medical team; and assistance to the nursing staff on errands to food service, pharmacy, lab and other departments within the hospital.

This role expands upon a patient's discharge from the hospital to one of increased emotional support to the homebound patient. A primary service offered in the home by volunteers is respite care,

which is provided by the volunteer when staying with a patient, allowing the family a period of freedom. At the volunteer's discretion, he or she may also offer assistance with household chores, child care and errands.

Supervision and Support of Hospice Volunteers

While on a nursing unit, hospice volunteers seek guidance primarily from the head nurse and nursing staff. Once they have accepted a home care patient, however, direction is provided by the volunteer coordinator and nursing staff of the hospital's home health care agency. Ongoing support is offered by the volunteer coordinator through personal contact, phone calls and a monthly newsletter. Monthly support group meetings provide



In a simulated hospice situation, St. Joseph's hospice volunteer - Barbara McKiernan (wearing glasses) provides emotional support to a cancer patient, both during the patient's hospital stay and, after discharge, within the home setting.

an arena for sharing problems, experience and knowledge.

Evaluation of the Hospice Volunteer Service

Each training session is evaluated by its participants. Strengths and weaknesses are identified and suggestions are made for future classes. Written surveys are given to oncology nursing staff, whose responses have been favorable, indicating enthusiasm and appreciation for the hospice volunteers.

Statistics on hand reveal the program's growth. Forty-two volunteers participated in training the first year and gave slightly more than 3,000 hours of service on the inpatient unit. In 1985, 48 more volunteers were trained, with 4,600 hours of service donated. By January 1986, adequate groundwork had been laid to allow volunteers to begin offering support to patients and families in the home environment. Thirty volunteers gave over 900 hours of service to 43 patient-family units in the home setting, while an additional 5,685 hours were donated on the inpatient unit.

It should be noted that present licensure requirements in Michigan forbid use of the term "hospice" with regard to any portion of a non-certified and licensed hospice. For this reason, St. Joseph's "hospice" volunteers are now referred to as special care volunteers.

Consistency in staffing is perhaps the greatest difficulty when working with non-paid volunteer workers. Hosting agencies must understand and support the motivation of the individual volunteer and provide opportunities for self-actualization of personal development and meaningful service to the needs of others.

Evaluation of the home care service by patients and families will be implemented in the near future.

Conclusions

Our successful venture leads to the following conclusions:

1. Volunteers come with a variety of talents and the desire to share those talents with patients and families.
2. Interested and appropriate volunteers can become vital members of the health care team.
3. A hospital hospice volunteer program can assist in providing comprehensive services to patient-family units.
4. Appropriate caring service can be offered to patients in a variety of settings (in-hospital, at home and in extended care facilities).

Developing Volunteer Leaders for Greater New Haven

How the Voluntary Action Center of
Greater New Haven created and sponsored
a perpetual leadership program to benefit
the entire community

By Judy Haberek

Nothing less than grooming the future leaders of a city is the aim of a project underway in New Haven, Connecticut. Nineteen persons made up the 1987 graduating class of "Leadership Greater New Haven," a program sponsored by the Voluntary Action Center of Greater New Haven, which took one year to develop it. The first class of 15 was graduated in 1986; the VAC expects next year's class to number about 22 persons.

Participants in the 1987 class were middle- to upper-management employees of businesses in the area. Employers such as The Travelers Insurance Company and Blue Cross/Blue Shield of Connecticut were confident enough in the program to pay the \$2,000 fee to send their workers through the nine-month course.

As it is structured, the concept benefits the community, the sponsoring businesses and the volunteers themselves. Its goal is to train the participants to sit on the governing boards of the approximately 200 nonprofit groups registered with the Volunteer Center. In addition, there are about 400 nonprofit groups in the greater

New Haven area, which includes the city itself and 11 surrounding communities.

Applicants for the class are screened by asking about their prior volunteer involvement and their interests, for instance. They then attend class the third Thursday of each month from October until June, explained Anne M. Storz, Volunteer Center executive director.

Those classes are jam packed full of panels and skills workshops. There is a different theme for each class. These usually include legislative issues, the arts, education, housing, history of the area, health and social services and neighborhoods and communities. Volunteers normally work about 15 hours a month on projects that interest them. After graduation, they become involved with a nonprofit group that interests them and are often offered seats on its board of directors.

Most speakers for the classes donate their time, although one trainer is paid a nominal fee. Skills taught in the classes include public speaking and conflict management.

New Haven is fortunate, in a sense, because the economy there has switched from the former industrial one to a service industry. This makes for an extensive cadre of potential volunteers and a large number of nonprofit organizations.

"For us it seems like a really natural

extension of what we do," Storz said in explaining the Volunteer Center's involvement with Leadership Greater New Haven. Also, it gives the volunteer a lot of information and knowledge about the community. This way, their input on the board level will be informed, she added. Another advantage is that there will always be a supply of trained community leaders on hand.

Participants in the program tend to be more from the middle ranks of management—a person who's reaching for new experiences and wants to grow professionally and personally.

Lisa Arpaia, the Volunteer Center's coordinator of leadership development, explained that some participants already have volunteer experience, while others have done little or no volunteer work. Companies benefit from the program, she said, by getting exposure in the community and good PR. A company that is committed to the area is one that people will look toward, she added.

The type of skills learned in the classes will carry back to the workplace, Arpaia also pointed out.

"When you learn to sit on a board, you can also use these skills in the workplace," she said, adding that people in the classes start networking. During the first class, for instance, a medical lab em-

Judy Haberek is a Washington, D.C.-based reporter/editor. Her last contribution to VAL, "Getting H.R. 911 Passed," appeared in the spring/summer 1987 issue.

ployee and a Blue Cross representative successfully worked on projects and problems involving both groups.

The center should break even this year on the project, although it didn't the first year, Storz said. It was conceived of as not costing the center any funds, and it may be an income producer in the future, she speculated. She explained that there is the salary of a fulltime staff person to be paid, in addition to expenses such as printing of the yearbook, promotion of the concept and postage. The yearbook includes a description of the project and pictures and biographies of graduates.

A portion of the salaries of other center staffers are also charged to the project. A separate budget for the project is maintained by the center. There may be some scholarship money available next year, Storz hopes, for small employers who can't afford the \$2,000 tuition but who have workers who want to take part. The Volunteer Center, incidentally, is one of only a few in the U.S. to sponsor such a program. Most similar programs are sponsored by universities, foundations, Chambers of Commerce or the United Way, for instance.

Storz said that businesses learn of the project from the Volunteer Center's promotional efforts, which include mailings to companies in the area and telephone work. Arpaia added that the yearbook, which contains a description of the project as well as bios and photos of each participant, is distributed extensively. It's used as a PR piece for the project and given to everyone the night of graduation. Arpaia automatically sends a copy of the yearbook to anyone who calls asking about the program. It is also mailed to the 200 nonprofit groups registered with the Volunteer Center. These nonprofit groups frequently will ask the center for interns to work for them.

The Volunteer Center devised the leadership program by forming a committee made up of representatives of Albertus Magnus College, the Arts Council of Greater New Haven, the Greater New Haven Chamber of Commerce and the United Way of Greater New Haven. It took a year of planning to work out where funding would come from and how the program would operate.

It would seem that all that work has paid off, judging by comments from some recent graduates. Leo Castracane, for instance, characterized the program as "extremely educational and useful to me both in my professional career and in terms of

being involved with the community." Castracane is an administrator at Community Health Care Plan Inc., a health maintenance organization.

He explained that the aim of the program is not to match the person's job and volunteer efforts. Just the opposite, he said. Although he is a health professional, for example, Castracane's volunteer effort centers around an emergency assistance task force to provide food and relief to disaster victims, people on unemployment or people generally going through tough times.

This system provides contacts outside your sphere of normal activity, he pointed



Attorney Lawrence M. Liebman, vice chairman, New Haven Foundation Distribution Committee, addresses 1987 Leadership Greater New Haven graduates.



Patricia C. Rosenbaum (left), president, Volunteer Action Center, and staff planning associate, St. Raphael Corporation, presents Cora Lee Cox, field executive, Connecticut Trails Council of Girl Scouts, with graduation certificate.

out. The program has succeeded admirably in all areas. "Our class was a particularly energetic group," he said. Castracane now sits on the board of the emergency assistance task force.

"The Volunteer Center provided us with a variety of ideas for volunteer work," he said. A number of his classmates took those ideas and expanded on them. About 11 of the 18 in the class continue to be involved in the activities they took up during their internship, he added.

Echoing his enthusiasm for the project is Cora Lee Cox, field executive for the Connecticut Trails Council of Girl Scouts, Inc. A newspaper article about the project attracted her attention and her employer later recommended she take part.

"The most valuable thing about the program was the cohesiveness of the core group," she said. "We became a very close, close group." The project shows you the full circle of what happens in the community, she added.

Cox currently works on teenage pregnancy prevention and infant health. She has devised a questionnaire for other social agencies involved in the problem, such as fraternities, sororities and churches.

"The Leadership Greater New Haven project has made me more aware of all the community resources in the city," she said, "but it's also made me more aware that we've come a long way, but still have a long way to go!"

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ABOUT OUR CONTRIBUTORS



Stephen McCurley ("State Volunteer Liability Legislation," page 15) is an internationally known trainer and consultant on nonprofit management, fundraising and volunteer involvement. His article is the second of two parts on state liability legislation. Part one, "Protecting Volunteers from Suit: A Look at State Legislation," appeared in the spring/summer 1987 VAL

and gave valuable background information for the chart that appears in this issue.

As a trainer, 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*.



Robin Rose ("Volunteers Carry Hospice Approach from Hospital to Home," page 26) is the director of volunteer services at St. Joseph's Hospital Centers in Macomb County, Michigan, which involves over 400 volunteers in a variety of services: hospice—in-house and in-home, hospital, ambulatory surgical center, alcohol treatment program, chaplaincy service, elder-care center and candy-striper/teen program.

Rose is a registered nurse and has worked in a variety of settings at St. Joseph's, including five years' service in the intensive care unit and two years as a patient representative. She developed the hospice volunteer program in 1983-84.

In addition to an associate degree in nursing, she has a B.A. in psychology and is presently enrolled in a master's program in administration at Central Michigan University.

Tony Alessandra ("Burnout: How You Can Try So Hard to Succeed and Yet Fail," page 18) is a prominent sales and communications speaker based in La Jolla, California. Since becoming a full-time speaker in 1979, he has delivered more than 700 professional speeches and authored five books, including *Non-Manipulative Selling* and *The Business of Selling*.



In addition, he has recorded numerous audio and videotapes on such topics as relationship strategies, influencing people positively, human relations, effective listening and others.

As I See It

Continued from page 2

There is another vitally important aspect I think will contribute greatly to the ultimate success of a company. Many employees will benefit personally from the volunteer experience. It will allow them to share in a unique involvement with people they may not otherwise come in regular contact with. It will allow them to develop their creativity, a quality which is indispensable in a nonprofit world that exists on shoestring budgets. Furthermore, it will allow them to develop their interpersonal skills that can be of use within your own organization.

Most businesses are involved one way or another in marketing. Everyone has a product or service they'd like to sell just a bit quicker, to a few more people, and at a better price. Involvement with the community frequently allows me to learn what people are looking for, what they've succeeded with, what they've tried and found ineffective, what has been a complete waste of time, and what they think others are looking for.

Unlike a business day, these events provide an opportunity to sit back and listen to others, to establish a dialogue, to find out what is on people's minds, and to analyze where we are and where we might like to go. Generally, these are people I want to listen to. If they're involved in business and community affairs, they probably have something of value to contribute and often bring a fresh perspective to any issue. There appears to be a natural fit here. Most Hispanics I know like to do business in a personalized way. I think this is a positive characteristic that will benefit us in the long run.

By working on volunteer projects with other individuals from outside of our own day-to-day world, we become acquainted and comfortable with those with whom we may eventually want to do business. We can meet people in a positive environment that can tell much about the make-up of these individuals. The general market has long accepted this aspect of volunteerism. Hispanics are learning to adopt the same attitude.

Under certain circumstances, involvement outside of the company can create a personality for that company. Danny Villanueva, president and general manager of KMEX television station, is a perfect example. Through Danny's community work involvement, he has created a personality that most people respect and some try to emulate.

By joining the top boards and committees at United Way, Junior Achievement, The Olympics, and the Los Angeles Chamber of Commerce, Danny has been able to represent and articulate Hispanic concerns with people who may not hear very much about this community despite its growing size and importance. Right there he and his company are viewed as ambassadors for the Hispanic community. And the image and respect that come with that is something you can never buy.

When KMEX supports Plaza De La Raza or sponsors an earthquake relief effort with the Red Cross, the company is thought of as a compassionate and caring organization with the best interest of the community in mind. That is a company personality. We all need to develop it.

Ultimately, a corporate personality must fit the organiza-

tion and those who oversee it. At La Opinion we will remain a serious business enterprise with a desire to support as many important causes as possible. However, because of the nature of our business, and owing to our position in the community, we must make wise investments when it comes to our support. After all, we are perceived as having, and should have, the most critical and complete understanding of the community with the ability to identify and differentiate the quality groups from those which might simply be fly-by-night operations. Of course, we will occasionally support someone new if they are involved in an area or category of service that we perceive to be underserved.

Since we deal with reading, information and comprehension, the organizations and causes we support often reflect this orientation. At La Opinion I'm proud to say that the newspaper supports the National Association of Hispanic Journalists and the California Chicano News Media Association. I want to support our industry, and I want to develop new talent whenever possible.

At the same time, I'm enthusiastic about our support for the Bilingual Foundation for the Arts, the Los Angeles School District, the American Red Cross and Para Los Ninos. These causes are basic and worthwhile.

Finally, I'm proud to support the Latin Business Association. The activities undertaken to date have been quality efforts. In my estimation, the Latin Business Association stands for involvement—the kind of involvement I've discussed here and the kind of involvement that the Hispanic community must embrace if we are to achieve the unlimited potential of our community.



UPCOMING NATIONAL VOLUNTEER WEEKS

1988
April 17-23

1989
April 9-15

1990
April 22-28

Tool Box

Building Effective Volunteer Committees. Nancy L. Macduff. Macduff/Bunt Associates, Inc., 821 Lincoln, Walla Walla, WA 99362. 1987. 82 pp. \$11.95 + \$2.50 shipping/handling. Order from: Volunteer Readership, 1111 N. 19th St., Suite 500, Arlington, VA 22209, (703) 276-0542.

Outlines a ten-step process to define the roles and responsibilities of types of committees and presents techniques for determining which committees are needed. Also includes methods for selecting the right persons to serve on committees, recruitment, planning and assigning responsibilities, recognition and others.

"Giving is True Loving" Page-A-Day Calendar. Philanthropic Service for Institutions, 6840 Eastern Ave, NW, Washington, DC 20012, (202) 722-6132. 1988. \$6.50 + \$1.50 postage/handling. (Make check payable to: Giving Calendar-PSI.) Bulk rates available.

Since its debut two years ago, more than 45,000 copies of this calendar have been distributed by nonprofit agencies and organizations to their donors, volunteers and others. The all-new 1988 edition contains additional space above the calendar pad for a personalized message or logo. Each page contains a quote by a famous person on giving and volunteering. Profits from the sale help advance the development profession through the established programs of several national organizations.

An Independent Sector Resource Directory of Educating and Training Opportunities and Other Services. INDEPENDENT SECTOR, 1828 L Street, NW, Washington, DC 20036, (202) 223-8100. 1987. \$25.

This second edition contains an extensive listing of nonprofit management degree programs, workshops, seminars and training opportunities for staff and volunteers of independent sector organizations. Also includes information on internships, fellowships and grants to individuals, consultants and facilities for organizations wishing to set up training session for their staff or volunteers. A new section contains career vignettes.

My Own Book! Roger A. Hammer. The Place in the Woods, 3900 Glenwood Ave, Golden Valley, MN 55422, (612) 374-2120. 1987. 128 pp. \$14.95. (40% discount to VAL readers—\$8.97 + \$2 postage/handling.)

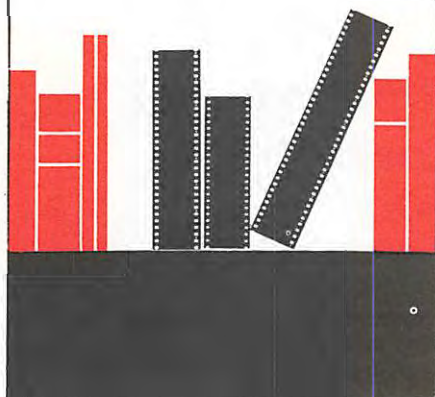
This full-color hook commemorates the Reading Is Fundamental program's 20th anniversary and the Bicentennial of the U.S. Constitution. Its format provides three books in one: (1) 54 original stories by child-authors on how their city, state or school got its name; (2) profiles of the oldest volunteer reading programs in the nation; and (3) factual sidebars on each state—a good teaching tool—that include lists of famous people who have had an impact on those areas.

The 1987 Catalog of Captioned Educational Videotapes. Rochester Institute of Technology, National Technical Institute for the Deaf, Div. of Public Affairs—Dept. C, One Lomb Memorial Drive, PO Box 9887, Rochester, NY 14623, (716) 475-6826. 23 pp. Free.

The most up-to-date listing of educational videotape materials for deaf persons, this catalog is designed for professionals who work with deaf people. It contains videotapes that highlight career exploration in business, engineering, science, photography, art, printing and data processing. Each videotape is "open captioned" and does not require the use of a decoder.

Information Express. The Support Centers of America, 1410 Q Street, NW, Washington, DC 20009. 1987.

This new management and accounting information service is for staff, board members and volunteers of nonprofit organizations. Its goals are to provide consistent, accurate information quickly and to save nonprofits time and money. It will provide brief written materials, training schedules, referrals and answers to questions. This is a free service during its developmental stage. Write for flyer.



Connections: School and Work Transitions. National Center for Research in Vocational Education, 1960 Kenny Road, Box N, Columbus, OH 43210-1090, (800) 848-4815 or in Ohio (614) 486-3655. Free brochure available.

Connections is a comprehensive resource package based on up-to-date research to help prepare all students for the transition from school to work. Contains resource materials for administrators, counselors and teachers as well as classroom materials.

The Employer's Choice. National Center for Research in Vocational Education, 1960 Kenny Road, Box N, Columbus, OH 43210-1090, (800) 848-4815 or in Ohio (614) 486-3655. Free brochure available.

Part of the "Connections: School and Work Transitions" resource package, *The Employer's Choice* is a multimedia set of instructional materials that prepares students for job market success: "Priorities That Count"—data from completed employer questionnaires that examine how employers are influenced to hire and retain employees; "On the Job"—in-depth studies that reflect real-life situations that youth encounter in getting jobs, becoming insiders, training at the work site and leaving jobs; and "What Works in the Job Search"—simulated job interviews in videocassette format that show employers' responses to applicants through the hiring process.

The Nonprofit World. Society for Nonprofit Organizations, 6314 Odana Road, Suite 1, Madison, WI 53719. Bimonthly. \$39/year.

Published by the Society for Nonprofit Organizations, "dedicated to bringing together those who serve the nonprofit world in order to build a strong network of professionals throughout the country," this journal contains features and departments on timely topics affecting the nonprofit world. Recent issues have explored the increasing antagonism between nonprofits and for-profits. Regular columns cover people and technology, books, fundraising, advice from experts and entrepreneurship.

The NonProfit Times. Circulation Dept., PO Box 468, Bladensburg, MD 20710-0468. Free to qualified executives. Monthly.

A new publication on nonprofit marketing and management, this full-color tabloid contains news and features, and regular columns on news makers, management, development, books, new products. Send name, title, organization, address, phone and signature to address above for free subscription.

Time Wars. Jeremy Rifkin. Henry Holt and Company, Inc., 521 Fifth Ave, New York, NY 10175, (212) 599-7600. 1987. 263 pp. \$18.95. (In book stores.)

By the author of *Entropy and Algeny*, this book is about time(!). It's "for everyone who wonders why, in our culture, which is so intent on saving time, we feel we have so little time for ourselves and for each other and why a quickened pace of life and increased efficiency have forced us to become more wasteful and destructive." Rifkin describes the coming battle over our present conception of time and presents a new ecological time vision more attuned to the natural world.

Handicapped Funding Directory. Research Grant Guides, PO Box 4970, Margate, FL 33063. 1987. \$23.50 + \$2 postage/handling.

Listed by area of service, this guide contains funding information (including personal contacts) on more than 700 corporations, foundations, government agencies and associations that fund programs and services for the handicapped. Now in its fifth edition, the *Directory* includes guidelines on how to obtain a grant, addresses of state agencies and their directors, and a bibliography of grant funding publications. Foreword by Eunice Kennedy Shriver.

CSB Directory of Management Resources for Community Based Organizations, 6th edition. MLP Enterprises, 236 E. Durham St., Philadelphia, PA 19119. 1987. 125 pp. \$20.

CSB stands for Community Service Business, the name of a newsletter/magazine by the same publisher. The directory lists 286 institutions and agencies and 755 publications that can help a nonprofit with issues, problems, administration, fundraising. Listings are divided into 61 categories and contain names, addresses and phone numbers for obtaining information. Some of the categories are accounting, boards of directors, computers, financial management, grants and funding, lobbying, office management, planning, training, volunteerism.

The Youth Gardening Book. The National Gardening Association, Dept. 171, 180 Flynn Ave, Burlington, VT 05401. 1987. 148 pp. \$12.95 + \$2 postage/handling.

This book is "the answer to how to start a project for students" containing many illustrations and information on program planning and organizing, motivating youngsters, choosing a site, raising money, budgeting, designing and maintaining a garden, exemplary projects.

Volunteer: Be Proud! Give Something Back. Henry E. Liebling and Frederic P. Gardner. Skill Builders, Inc., PO Box 1411, Hoboken, NJ 07030-1301. 1986. 48 pp. \$3.95 + \$1.00 postage/handling. Customized cover and quantity discounts available.

This little handbook for volunteers contains short chapters on "What is Volunteerism," "Why Get Involved," "Myths about Volunteerism," "1,000 Things You Can Do," "Choosing Where to Volunteer," "Interviewing for a Position," "Satisfaction and Success," "Youth Volunteering," "Senior Adult Volunteering," "Developing Your Skills," "Earning Academic Credit," "Skills Inventory," "Tax Deductions" and "Employee Volunteering."

10 Ways To Improve Your Performance As a Volunteer Administrator



CHURCH VOLUNTEERS: Unleashing The Potential
By Joe Adams

When the staff cannot provide the services requested by the church members, church members are the only ones who can provide the services. Church members have the same kinds of needs as other people. Church leaders who recognize this issue have a great resource of their own.

1. Involve special groups.
Spring 1986 VAL



POSTER

Be A Star in Someone's Life
VOLUNTEER

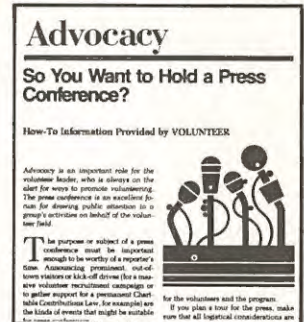
2. Place posters in prominent places.
Every VAL



Memo To: Nonprofit Board Members
Re: What You Should Know About Legal Liability

By Elizabeth S. McCarty

3. Educate your board members.
Winter 1983 VAL



Advocacy

So You Want to Hold a Press Conference?

How-To Information Provided by VOLUNTEER

The purpose of a press conference is to promote volunteering. The press conference is an excellent forum for drawing public attention to a group's activities on behalf of the volunteer field.

4. Learn new ways to promote volunteering
Fall 1985 VAL



Tool Box

5. Order from our Tool Box.
Every VAL



Recruiting and Placing Volunteers by Computer

By Charles Bremer

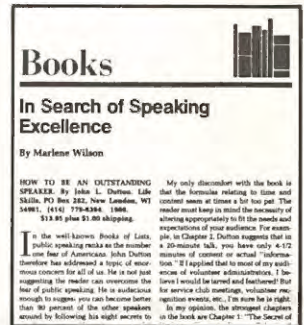
6. Computerize your operations.
Summer 1985 VAL



12 TIPS FOR ACTIVE LISTENERS:
Learning to Detect the Real Meaning Behind a Volunteer's Words

By Steve Stoneham

7. Learn skills to share with volunteers.
Fall 1986 VAL



Books

In Search of Speaking Excellence

By Marlene Wilson

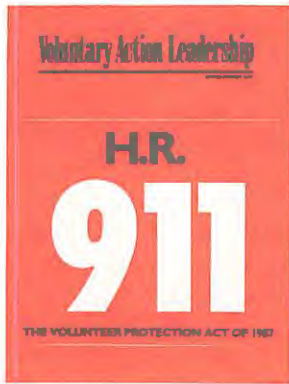
8. Read the latest books for volunteer administrators.
Every VAL



VOLUNTEER CENTERS
Leaders, Models, Resources for Our Volunteer Community

By Barry Kagan Allen

9. Seek assistance from Volunteer Centers.
Winter 1986 VAL



Voluntary Action Leadership

H.R. 911

THE VOLUNTEER PROTECTION ACT OF 1987

10. SUBSCRIBE TO VAL.

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POSTER

LEND A HAND.



BE A VOLUNTEER.

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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.

- 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.
Contact: Jean Davis, AVA Conference Chair, 860 N. Dearborn, Chicago, IL 60610, (312) 440-4736
- Oct. 14 **Boston, MA: Evaluation for Nonprofit Organizations Workshop**
Sponsored by the American Evaluation Association, this one-day workshop for managers, program directors, board members and program evaluators of nonprofits will provide a thorough introduction to basic concepts and a review of proven approaches for developing useful evaluation systems. Presenter: Arnold J. Love, Ph.D., senior evaluation consultant and instructor with the Voluntary Sector Management Program at York University.
Fee: \$70
Contact: Robert Ingle, 719 Enderis Hall, Univ. of Wisc.-Milwaukee, PO Box 413, Milwaukee, WI 53201, (414) 963-5173.
- Nov. 1-4 **Boston, MA: 1987 National Community Service Symposium**
This symposium will address the use of community service as a sanction for adult and juvenile offenders. Forty workshops, panels and roundtable discussions will explore community service sentencing for drunk drivers, felons and juvenile offenders. For program staff, probation officers, court officials, traffic safety and volunteer administrators.
Fee: \$100
Contact: The Community Service Center, 1368 Lincoln Ave, Suite 108, San Rafael, CA 94901, (415) 459-2234.
- 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. Participants hear outstanding faculty give a plenary session on their topic area, then have two days of intensive small-group work with one of the resource people as guide and mentor and knowledgeable colleagues as co-learners/teachers.
Contact: Office of Conference Services, University of Colorado, Campus Box 454, Boulder, CO 80309, (303) 492-5151.
- 1988**
- Feb. 21-26 **Boulder, CO: Volunteer Management Program, Second Level Workshop**
For volunteer administrator with at least three years of experience, this series concentrates on the broader challenges of volunteer program management rather than basic skills. Led by national leaders in the field, private consultants and professionals currently administering successful volunteer programs.
Contact: Office of Conference Services, University of Colorado, Campus Box 454, Boulder, CO 80309, (303) 492-5151.
- April 17-23 **Nationwide: National Volunteer Week**



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