Voluntary Action Leadership

WINTER
1980

A Tool for Administrators of Volunteer Programs

MINIGUIDES TO

- Nonprofit Board Roles
- Volunteer Insurance
- Creating the Position of Volunteer Administrator
- Volunteer Week Planning

As I See It

The Deeper Meaning of Volunteerism

By Ruth D. Wilson

CITIZEN PARTICIPATION—OR volunteerism—is the foundation on which this country was built. Without question, it offers the only constructive alternative to citizen alienation and isolation. I believe that one of the principal hopes in solving local, state and national problems is the constructive involvement of citizens in decision-making/problem-solving processes.

Nearly a century and a half ago, Alexis de Tocqueville, perhaps one of the most perceptual critics to examine the American scene, noted that the truly unique feature of our social system was a vast network of independent voluntary institutions dedicated to tackling a variety of public problems. Today, these institutions (public and private) have been able to offer only limited help. Faced with limited resources and spiraling demands for social services that far outstrip our ability to finance them, agencies all too frequently have responded by increasing or extending the services they already provide.

Ruth Wilson is the director of the Mississippi Office of Citizen Participation in Jackson, Mississippi. She also serves on the executive committee of VOLUNTEER's board of directors.

Rapidly changing social and economic conditions are now compelling these organizations to search for new ways to improve performance, to narrow the gap between potential and performance. Our nation's future will be determined largely by the adjustments made by the institutions involved in the lives of citizens.

Citizens today want greater responsibility in influencing the change necessary to release agencies, organizations, programs and services to become more efficient and effective helpers. Valuable and needed services would be curtailed drastically if citizen volunteers did not contribute their time and talents.

Therefore, there is a need for the citizens of a community to have a vehicle through which they not only can share in the responsibility for meeting basic human needs, but also can assume the lead role in attacking social problems, developing resources and creating caring communities. Such means must be provided to shift the seat of responsibility away from government and professionals—and back to citizens and their communities.

Genuine citizen action must become the dominant method of helping people. Genuine involvement of all people must be the key concept. By providing them with a model for participation, citizens can move swiftly to take their rightful place as leaders in serving community needs. An effective participation model allows the citizen to realize s/he is in the driver's seat and that his/her effectiveness will determine the future directions of his/her community. Agencies serving the field of volunteerism, such as Voluntary Action Centers, Volunteer Bureaus, offices of voluntary citizen participation and citizen affairs, must then become helpers and enablers to the new volunteer community by providing training and supportive services. They must work with—not for—the community.

The problems relating to citizen participation are complex. They will not be solved quickly, nor can they be approached naively or simplistically. Citizens everywhere seem to distrust the viability of government action and are distrustful of the motives of public officials and private leadership. Solutions will depend on the ability of public agencies and private organizations to harmonize their need for volunteers with sound and effective programs in which citizens have initiative as well as input.

Today, the limited citizen involvement that exists often is initiated and controlled by the government to improve or gain support for government decisions, programs or services. Unless more opportunities are created for responsible action, initiated and controlled by citizens for purposes they themselves determine, obligatory participation involving such mandatory responsibilities as paying taxes will continue to become the arena for citizen revolt.

Continued ineffectiveness of local, county, state and national leaders with respect to meeting basic human needs in

(Continued on p. 45)

Voluntary Action Leadership

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A New Look for a New Decade

There are exciting and positive changes in volunteerism. And that's something I know about firsthand! When I took this job I was told it would mean only two days a week every other month and a few speeches. Well, it's turned out to be a fulltime everyday—including weekends—career, and it's unpaid. I am, however, learning new skills in management and budgeting and even group dynamics—skills that I can transfer to any other job I choose to have. And both industry and government are more willing to accept those volunteer skills as work experience—and that's good news. In fact, the application for employment in the federal government now states at the top of the form, "Please include all volunteer experience."—*Lynda Johnson Robb, Chair, The President's Advisory Committee for Women, in a statement before the Delaware Council on the Status of Women, September 27, 1979.*

WHAT BETTER TIME TO PRESENT *VAL's* new face than the start of a new year *and* a new decade. As you will see, the cover logo as well as *VAL's* insides have been redesigned. I hope our fresh look not only will please your eye, but also will symbolize *VAL's* ability to adapt to changes that occur in the growing profession of volunteer administration. Now beginning its sixth year, *VAL's* goal remains the same: to serve YOU, the volunteer leader, in the best way possible.

Another new face for *VAL* belongs to Laurie Bernhardt, an invaluable volunteer assistant to the editor. Bernhardt works full-time for VOLUNTEER's LEAA-funded Community Anti-Crime Program. In her spare time, she puts her recently acquired B.A. in English literature to work for *VAL*. Her first two articles appear in the news section, and the Calendar and Tool Box reflect her compilation of appropriate material for each.

Once again, I'd like to point out how two of the features of this issue came about through unsolicited queries from the field. University of Colorado Professor Dean Schooler sent me his workshop material on the board member volunteer (see "Nonprofit Board Basics-I: Diverse Roles and Broader Involvement" on p. 21) in the hopes that "many others might benefit from its broader dissemination" in *VAL*.

Rita Katzman, volunteer services coordinator for the Virginia Department of Welfare, wanted to share her experience in seeking and developing standards for volunteer services positions in her agency. So, last August she wrote *VAL*, outlining her proposed article. The result is "Justifying the Position of Volunteer Administrator" on p. 26. Another motivation for writing the article, she told me in one of our phone conversations, was in the interest of her own professional development.

Other readers responded to our appeal in the last issue for examples of how the media perceives volunteers. They make their appearance on p. 32 in a medley of reactions to the Communications Workshop feature of the fall *VAL*.

Finally, a special word for the many new readers who are joining us this issue: Welcome! And please know that your comments, ideas and articles are also welcome. As noted before, at least one-third of *VAL's* contents comes from knowledgeable and imaginative readers in the field.

The spring issue will feature a long-awaited "nuts and bolts" on training volunteers. See you then.

Brenda Hanlon

It's Not Whether You Win or Lose

By Laurie A. Bernhardt

A participant in a New Games Foundation workshop most certainly would modify the ending of this classic sports adage to "it's how much fun you have."

A new approach to play that combines traditional elements of games and sports with a broader understanding of human relations is at the heart of the New Games Foundation. Created in 1974, this nonprofit organization builds into its games such characteristics as trust, cooperation, equal participation by all players, creativity and, of course, fun.

As its motto, "Play Hard, Play Fair, Nobody Hurt," suggests, however, competition is still very much a part of the new games.

"If the objective of New Games is cooperative," says John O'Connel, New Games staff member and trainer, "what is the role of competition in New Games? Basically, we compete because it's fun to compete. What usually makes competitive activities un-fun is the excessive emphasis that is placed on achievement and the fact that achievement is usually defined as winning."

O'Connel points out that people don't usually feel they've played a great game when they've lost. "Unfortunately, in most cases, the outcome has become more important than playing the game," he says.

As a result, New Games has developed a few simple principles for restructuring the rules of games and the context in which they are played in order to minimize the importance of winning. These techniques include having the game end with everyone on the winning team, changing players' roles instead of eliminating them, decreasing the stigma of being the infamous "it," switching or mixing teams, and eliminating trophies and talk about who won or who lost.

With touch football, for example, Director of Adventure Games Jeff McKay added a new dimension to its basic structure: Everyone—including the linespersons—is given a chance to catch the ball. After catching a pass, a player must stop and pass off to someone else. The result was Ultimate Football, which McKay believes is challenging, demanding of cooperation among teammates, and competitive in a healthy way.

In No Ball/No Strike Softball, teammates pitch for each other. This allows each batter a predetermined number of pitches. Fouls and misses are automatic outs. Other more original New Games inventions have such descriptive names as Slaughter, Bulldog, Flying Dutchman, Plague and Machine.

Minimizing the importance of winning, New Games participants "play hard and play fair."

Laurie Bernhardt is an administrative assistant for VOLUNTEER's LEAA-funded Community Anti-Crime Program.

To teach the basic concepts and methods needed to run cooperative, enjoyable games, New Games conducts Open Training Programs throughout the country. Usually held in the spring and fall, these workshops take place over a two- or three-day weekend. Some are overnight training sessions.

Participants learn and play the new games and discuss their experiences. Later, they experiment with changing and adapting games. They have referee practice sessions, then try out their newly acquired skills in a New Games festival involving the community-at-large. After the event, they meet once more to discuss their leadership skills.

For people who have completed an introductory training program, advance training sessions are available. They include five-day camps and one-day "explorations."

Many different types of people attend these workshops. Along with physical education instructors, recreation directors and therapists, people involved in youth activities, staff development and community relations enroll in training sessions. New Games counts among its alumni employees of the U.S. Department of Labor, the Tennessee Valley Authority, and the Alameda County Sheriff's Department. From the business world, IBM, McDonald's and Xerox have used the training programs.

Techniques learned in New Games training programs can be applied to human relations, communications, and cooperation in any occupation, business, or administrative setting.

Administrators of programs utilizing volunteers have found the training particularly useful.

"It lived up to my expectations and then some," a Boy's Club director said. "The material is universal in nature and the underlying philosophies easily adaptable to any situation."

A California state hospital applied New Games principles in a treatment program for sexual offenders. Staff used play as a therapeutic tool for behavioral change and to encourage personal insights. After 16 months, many changes were observed in patients' attitudes, according to a New Games Foundation newsletter.

"Some patients are laughing and having fun with other people for the first time," hospital staff reported. "Many are realizing that they can have fun without drugs or alcohol."

The new Games Foundation is also a resource for the literature and equipment it uses in training programs. Publications include the *New Games Book*, *Games Collections*, and books on play theory. It publishes a quarterly newsletter and makes available a 30-minute slide show and short film on its work.

Although the late Coach Vince Lombardi undoubtedly would consider it an illegal use of philosophy, O'Connel believes that "if winning isn't everything, but the only thing, then we can't afford to allow anyone to lose. We must create new ways to compete to stretch our own limits and to cooperatively compete to stretch each other's limits. We all need to feel that we've won."

For further information and announcements of upcoming Open Group Training Programs, contact Debrah Woodbey, New Games Foundation, PO Box 7901, San Francisco, CA 94120, (415) 664-6900.

Association News

● **Big Brothers/Big Sisters of America** recently announced the appointment of a new executive vice president and chief executive officer—David W. Bahlmann of Indianapolis. A practicing attorney for 13 years, Bahlmann was legal advisor to the speaker of the Indiana House of Representatives and served as deputy prosecuting attorney, then prosecuting attorney, for Porter County, Indiana. From 1975 to his present appointment, Bahlmann was the director of youth services for the Indiana Lawyers Commission, a group specializing in the study of better ways to deal with children involved in the juvenile justice system.

BB/BSA, nationally headquartered in Philadelphia, is a nonprofit federation of nearly 400 local agencies providing direct one-to-one service to children in need of an adult friend, primarily those children growing up in single-parent homes.

● **The Association of Junior Leagues** is the 1979 recipient of the American Academy of Pediatrics' 1979 Distinguished Public Information Service Award. The association was selected for its work in heightening public awareness of the need for major improvement in child health care.

The award was established by the AAP in 1971 to honor the corporation, foundation, trade association or government agency that rendered significant support to the Academy's efforts to educate the public about child health care. The Association of Junior Leagues was honored by AAP in recognition of its five-year Child Advocacy Program, which provides children and their families with services and opportunities necessary for optimal growth and development. One focus of the program is to expand and upgrade the level of health care, including perinatal care and early and periodic screening, diagnosis and treatment for children provided by private, local, state and federal agencies.

The Association of Junior Leagues is an international voluntary organization of women. It represents more than 130,000 members in 238 Junior Leagues in the United States, Canada and Mexico.

● **Joint Action in Community Service (JACS)**, a national, nonprofit volunteer organization that provides hometown support services to returning Job Corps trainees aged 16 to 21, recently expanded its role with the award of a one-year contract from the Department of Labor. In addition to assisting the Job Corps graduate, JACS now will recruit young people for the Jobs Corps in five regions, provide counseling to Job Corps trainees who are AWOL or who have terminated before completing training, and organize a national volunteer groups of Job Corps alumni.

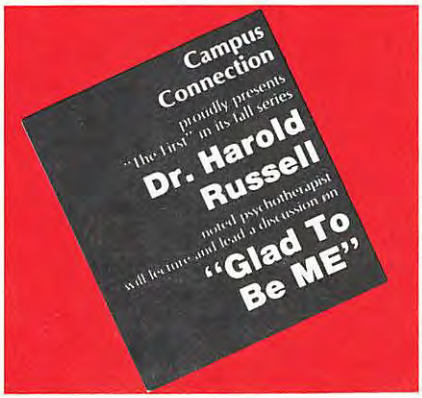
JACS's volunteer network will provide the bulk of the services under new full- and part-time staff, some of whom will be located at 22 Jobs Corps centers across the country. As a result, JACS Executive Director George Spellman plans to "beef up" their recruitment effort to add 5,000 more people to JACS's corps of 7,000 volunteers.

Volunteers Enjoy Working on Sat. Nights

By Donna M. Hill

"When people come into the office," says Phi Fleer, director of the Nassau County Voluntary Action Center in New York, "I ask about their motives for volunteering. The largest number do so because they're lonesome and want to meet new people. I talk to them about loneliness and what they find hardest to deal with. They invariably say Saturday night."

Fleer remembered those responses when she and Dr. Lillian Scheman,



dean of students and volunteer director of the C.W. Post campus, met to identify and fill a need in the community. The two had worked together very well in the past, and now they wanted to join forces on a volunteer project. The project would have to be relatively simple and able to attract students and other volunteers without a big solicitation campaign.

So, last September, The Campus Connection was born to fill a void in the lives of lonely people. The Campus Connection began as an intergenerational program that offers inexpensive sessions on Saturday evenings for people seeking people in a pleasant atmosphere.

"It's not a lonely hearts club," says Fleer, "or the Dating Game. It brings people together and enlarges their horizons. They get to meet people with different backgrounds and form acquaintances that develop into friendships." Many participants are married couples or newcomers to the area who get a chance to meet people in the community, Fleer adds.

One session held on May 5 is typical of the project. The program featured Ray Heatherton, father of dancer Joey Heatherton. He spoke to the audience about American musical comedy. After Heatherton, a volunteer, had finished his talk, the audience was given the opportunity to exchange thoughts with new people, have refreshments and enjoy some music.

Audience participation is always invited and Fleer presently is trying to develop ways to involve attendants in the planning of sessions.

"The response has been most gratifying," Fleer says. "People feel comfortable coming on Saturday evening." The number of attendants ranges from 150 to 250 people. The May 5 session drew 197 interested individuals.

Community members find out about the program and individual Saturday sessions—always held on the C.W. Post campus—through press releases, newspaper articles, flyers and radio and TV announcements.

There are no funds for the operation of The Campus Connection, so a $2 donation is asked to help defray costs, and volunteers are solicited to keep the program going. Fleer mentions the program to people she thinks would enjoy helping out, and Scheman does the same with students on campus. Each week approximately 10 volunteers—six regulars and several new additions—serve on the hospitality and reception committees, collect money, hand out name tags and seat participants. Fleer and Scheman plan sessions, shop for refreshments, set up tables and clean up.

Fleer says loneliness is shared by people in all parts of the country, of all ages, backgrounds and sex. She believes the program is easy to set up and maintain. Fleer welcomes queries from interested groups or individuals. For further information, call or write Phi Fleer, Voluntary Action Center of Nassau County, 1550 Franklin Avenue, Mineola, NY 11501, (516) 535-3897.

Donna Hill, a frequent contributor to VAL, is a freelance writer in Washington, D.C.

The Art of Helping

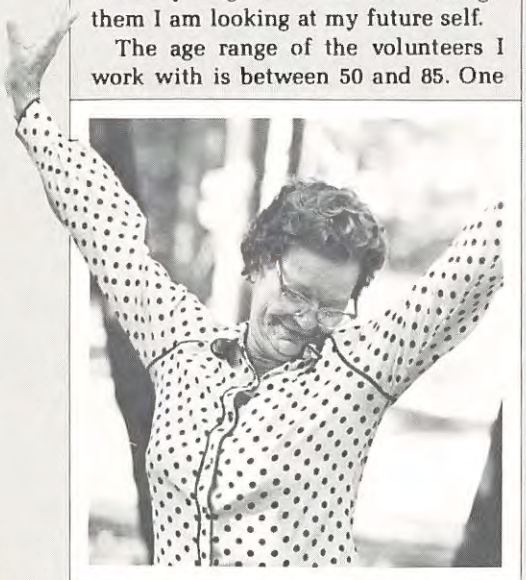
"The Art of Helping" is an occasional column written by a volunteer or volunteer leader, who describes the joys, sorrows, problems and satisfactions derived from his/her assignment. VAL invites you to share such experiences with other readers. If you or one of your volunteers has written such an account, please send it to the editor.

Enjoying Yoga with Older Volunteers

By Louise Vanett

As a director of volunteers, my experience is with retired persons, who are full of skills and vitality. Here are men and women eager to remain in the mainstream of active living/working people. I am younger than they, but not so young to realize that through them I am looking at my future self.

The age range of the volunteers I work with is between 50 and 85. One



man in his 70s frequently leaves this office for a swim after several sedentary working hours. And one of the women, also in her 70s, is accustomed to walking miles almost every day. Most volunteers, though, are urban family or career-oriented people, who never have been involved in exercise programs or heavy physcial work.

Nevertheless, what began many years ago as a "seventh-inning stretch" for these volunteers has evolved into a 15- or 20-minute yoga session. As yoga postures cause neither pain nor discomfort, it doesn't take an athlete or someone with experience in physical exertion to participate.

It all began out of my own interest in yoga. I took some instructions and started to share yoga postures with volunteers who showed interest. I was inspired by a friend who is a recreational therapist and used yoga in a drug/alcohol emergency unit. My thought was that if yoga sessions can help people in that dire situation, think how beneficial they may be for the healthy!

The number of generally healthy people in my office is between 15 to 30 volunteers per day. Before we begin our yoga postures, I give the volunteers this caveat:

- Do not do what doesn't feel good to you.
- You are the expert on yourself. If it hurts, don't do it. Yoga is not meant to be painful.
- If you feel dizzy, eliminate movement(s) that create dizziness.
- Do each posture according to limits you set for yourself.
- Participate only if you wish to for as long as you wish to.
- If and when you tire, just sit down and relax.

After opening all the windows, we walk around the office to loosen up. Then yoga deep breathing begins. New volunteers are instructed in the technique, and those who are not present every day are reminded how to do it.

The deep breathing is followed by a series of two or three postures. We then return to deep yoga breathing to resupply ourselves with oxygen and energy.

About ten or 12 postures are performed at least once, sometimes twice, with intermittent periods of deep yoga breathing. There are, however, limitations: We do no floor postures, we do only postures in standing positions, and we wear our street clothes.

We frequently end the session with a short but pleasant "guided fantasy trip." Our goal is to refresh mind, body and spirit, and apparently we do. After the yoga session, we return to work with renewed energy and improved efficiency.

Ninety percent of our volunteers participate in these yoga sessions. Their response has been excellent, particularly when we are rushed with work. Several tell me they do these postures at home now as well as in the office. Two women report that they are less troubled with arthritis. In another case, bursitis is no longer a problem.

Though there are occasional days when we can't quite manage to fit yoga into a busy schedule, most volunteers agree they generally "feel better" as a result of our yoga sessions. In addition, they clearly appreciate the concern shown for their well-being. And the yoga sessions help this director feel pretty good, too.

I often refer to a book by Suza Norton entitled *Yoga for People Over 50.* It is published by the Devin-Adair Company, Old Greenwich, Conn. 06980, and sells for $7.95. It contains many fine photographs and presents clear descriptions of a number of postures to give us variety.

Why don't you think about joining us at 11 o'clock each morning? Our old seventh-inning stretch has stretched into helpful, healthful yoga sessions that cut down ordinary tension and relieve stress.

You may contact me at the Federation of Jewish Agencies, 226 S. 16th St., Philadelphia, PA 19102, (215) 893-5600.

Louise Vanett is the director of volunteers at the Federation of Jewish Agencies of Greater Philadelphia.

IRS Ups Mileage Rate

The Internal Revenue Service has raised the standard mileage deduction for volunteer drivers from seven to eight cents a mile. The corresponding rate increase for business use of a personal car is one-and-a-half cents—from 17 to 18.5 cents.

A bill (HR5409) that would raise the charitable rate for volunteer drivers to equal the business rate has been introduced by Rep. Barbara Milkulski (D-Md.). Volunteers are urged to write their own representative, encouraging him/her to cosponsor the bill.

Florida teens develop new interests through the Associated Marine Institutes' sea-oriented learning program.

Ocean Attracts Youths to Fla. Rehab. Program

By Lois Martin

Using the sea as motivation, Associated Marine Institutes in Florida have created an innovative and highly successful program to educate and rehabilitate 15- to 18-year-old school dropouts who have been in trouble with the law.

Youths who are referred to the program, either by parents, school authorities, the Florida State Division of Youth Services, or the Department of Vocational Rehabilitation, spend eight hours a day, five days a week, at a community marine institute that offers a remarkable curriculum.

In addition to basic and vocational education courses, students are instructed in seamanship, navigation, diving, photography, oceanographic and environmental marine research, ocean sciences, pollution control marine salvage—as well as lifesaving and first aid.

The sea-oriented program develops the students' desire to learn about subjects they previously disliked and had no interest in.

"The philosophy is simple," says Robert Rosof, AMI president. "It is a matter of finding the right motivators."

The ocean becomes a tool to capture the students' interest and imagination so that they want to learn.

The program started in 1969 when Judge Frank Orlando, a Fort Lauderdale circuit court judge, asked the Florida Ocean Sciences Institute (FOSI) in Deerfield Beach to take some youths who had been in his court on board a boat to help with research.

"The kids were super," Rosof said. Following that rewarding experience, FOSI changed its emphasis from marine research to rehabilitation.

Later, a second marine institute was started in Tampa, followed by similar ones in St. Petersburg, Jacksonville, Panama City, Miami and Key West.

Over 600 youths a year now are involved in the program, and approximately 3,500 have attended since its inception. Proof that the philosophy is effective lies in the fact that only sixteen percent of the students have broken the law after attending an institute. This compares with a national average of seventy percent.

The program also has proved economically practical. It costs about $16-a-day per student (about the same as most other state-supported rehabilitation activities) as compared to the $32 daily expense of imprisonment.

Some of the program's basic objectives are to develop in the students attitudes that help them recognize and meet their responsibilities to themselves and others, modify behavior, teach positive work habits, and provide them with skills that will enable them to find good jobs—not necessarily marine-oriented.

There is a close rapport between the students and staff, not only in the classroom but also during sea voyages, research trips and camping expeditions. The ratio between teachers and students is seven to one.

Each institute is community-based with its own staff, officers, and board of directors. The boards are composed of experienced local business and professional people, who volunteer to oversee the operation and expansion of the institute.

Located in Tampa, AMI is the planning and management arm of the enterprise, Rosof says, with full supervision over the direction the institutes take.

Lois Martin, a freelance writer in Washington, D.C., is a frequent contributor to VAL's news section.

"All contracts come here," he explains, "and are subcontracted out."

The AMI is composed of fourteen members, two from each board of directors of the seven institutes. They serve as the Institute's trustees.

The state of Florida provides a stable financial base for the institutes, with other public organizations contributing and/or cooperating. About 20 percent of the operating costs is from contributions from individuals and private enterprise.

Major capital investments—the boats and motors used in the program—usually come from the Boat Donation Program. Contributions have ranged from small runabouts worth a few hundred dollars to larger boats valued at several thousand dollars. Students and teachers repair and maintain the boats.

Some income-producing projects also aid in the financing. The Institute contracts with private and government groups to do community-based marine and environmental research, such as beach erosion studies, water pollution testing, underwater photographic work, marine life sampling, and boat salvaging.

This year officials from the National Archives asked for twenty juveniles from the seven Marine Institutes to help recover some 3,000 pound cannons left in shallow water off the coast of Fort Pierce more than two centuries ago. During their two-week stay at Fort Pierce, the youths raised seventeen of the historically valuable cannons.

AMI has received numerous awards and commendations for its rehabilitative work—the "Bill Butler Memorial Award" in 1974 from the National Junior Chamber of Commerce for the best correctional program in the United States, and the National Drug Abuse Council Award in 1975 as the number one program in Florida and one of the top eleven model programs in the country.

"This is the most successful rehabilitation program in the state," Rosof says, "and one of the most successful in the country."

For further information, contact Robert A. Rosof, President, Associated Marine Institutes, Inc., 1311 North Westmoreland Blvd., Suite 202, Tampa, FL 33607, (813) 879-7137.

Children or Childfree? NAOP Supports Choice

By Laurie A. Bernhardt

For most people, the first of August passes with little more significance than any other hot summer day. But for members of the National Alliance for Optional Parenthood (NAOP), the day is comparable to the second Sundays of May and June. For the past seven years, August 1 has been National Non-Parents' Day.

As sponsor of this holiday, NAOP believes that parenthood should result from conscious, responsible decision-making. In addition, this nonprofit organization promotes nonparenthood as a socially acceptable option.

"We are for responsible parenthood that can only be accomplished through responsible choice," explains Gail McKirdy, NAOP's information and education director. "We all make choices in our lives—whether to buy a car or a house, selecting a mate. The only difference between these choices and having children is that the decision to have children is forever."

NAOP's nationwide membership of over 2,000 single people and married couples (parents and nonparents) is involved in all of its programs—and there are many. Acting strictly on a voluntary basis, members set up display booths at health fairs, discuss their chosen lifestyle in interviews with local media, provide school boards with information for course development, speak at local schools, libraries, women's issue forums and workshops. They talk about the decision to have children or remain child-free, parenting effectiveness and child-free lifestyles.

An eight-member staff based in

First Lady Honors Volunteer Sector

Ken Allen, VOLUNTEER's executive vice president in Washington, D.C., is greeted by First Lady Rosalynn Carter at a White House reception last fall. The event, which honored members of the Coalition of National Voluntary Organizations (CONVO) and their guests, was an outgrowth of the First Lady's interest in volunteering. She was joined by President Carter, who congratulated the group and said there was no more effective way to "meet the yearning" of people to contribute to a better life for others than through voluntary organizations.

Washington, D.C. offers back-up support and assistance. They provide basic information on public speaking, outlines of possible speech ideas, and literature. NAOP has produced a wide range of pamphlets on such topics as marriage without children, qualities necessary to be a good parent, the possibility of a rewarding life without children.

The national office also coordinates members' activities, helping to set up speaking engagements or providing newspapers with names of local members to profile.

"We consider ourselves in the business of prevention," says Carol Baker, NAOP executive director, "of preventing child abuse, of preventing unhappy children, or preventing teenage pregnancy, of preventing unhappy parents."

As a result, NAOP sponsors a teen project, in which volunteers conduct media campaigns and school press conferences aimed at helping teenagers form their own attitudes toward parenthood. One pamphlet prepared especially for teens, "Am I Parent Material," asks such questions as "What do I want out of life for myself? and "Would I be ready to give up the freedom to do what I want to do?"

Members who have coordinated teen conferences in past years serve as volunteer consultants for the project.

A similar program is aimed at the college student. Volunteers contact university department heads and provide them with materials that can he used in courses.

In other activities, volunteers supply public libraries with all of NAOP's publications for their vertical files. They also staff offices in Philadelphia and Los Angeles to provide other forms of community outreacb work.

In its bimonthly newsletter, NAOP prints sample letters-to-the-editor for members to send to national magazines that have a proparent bias or that print a particularly responsible article on parenthood.

Bruce Rosenthal, NAOP's program director, acknowledges the difficulty of gauging the success of such undertakings. Nevertheless, "when an editor receives twenty letters on one article," he points out, "it can't help but have some effect."

Besides its work with the general public, NAOP encourages research that will assist professionals in giving effective counseling on parenthood or nonparenthood. Volunteer interns work on various research projects, such as a recently completed annotated bibliography.

In an effort to encourage other research in the field, NAOP presents an annual award for outstanding work. In addition, its local project development fund offers awards of up to $500 for local programs that further the goals of the organization.

For further information, contact Gail McKirdy, NAOP, 2010 Massachusetts Ave, NW, Washington, DC 20036, (202) 269-7474.

Ga. Radio Station Tunes In on Volunteers

By Donna M. Hill

Since its beginning in July 1973, WRFG radio in Atlanta, Georgia, has been producing community-generated programming while involving groups traditionally denied a media voice, particularly blacks and women.

This noncommercial radio station, owned and operated by the nonprofit Radio Free Georgia Broadcasting Foundation, airs broadcasts that reflect and enhance the cultural traditions of the South, provide in-depth information on local and national issues, and voice citizens' concerns on Atlanta problems and their solutions.

At any given time, WRFG has only a handful of paid staff members. The station was set up to operate with a large volunteer workforce.

"When we first started out," said Tena Bledsoe, staff member in charge of public information, "everyhody was a volunteer."

Today, the uumber has risen to nearly 200, and volunteers are used in every capacity. They begin with the 15-member board of directors. The board has legal control of the station and handles major fundraisiug activities. It also sets station policy with the help of an advisory council of community representatives and station volunteers.

The other volunteers do everything from office work to graphics. They produce 94 percent of the station's programming, and an all-volunteer Operations Committee coordinates benefits put on by the station to raise money.

But, Bledsoe says, "At this time, we really need a lot of volunteers."

The reason is that the station recently entered a two-year growth period, the goal of which is to expand its potential listenership from 800,000 to 1.6 million persons in the Atlanta area. In order to support facilities, equipment and staffing improvements, the station has launched a major fundraising effort.

Dolores French, WRFG volunteer coordinator, is responsible for the station's corresponding effort to recruit more volunteers. She says many people already know about the station and its volunteer jobs availahle.

"The station has been here long enough," she explains. "We're not a totally unknown institution."

Nevertheless, French writes volunteer job descriptions and has them read on the air somewhat like a commercial. In addition, WRFG's program guide, which goes out to subscribers, has volunteer job listings, and the station runs a small ad in the community paper.

"My favorite [recruiting technique] is contacting people at the commercial radio stations," French says, "telling them what's available aud sending them job descriptions."

When a potential volunteer comes to tbe station in answer to an ad or job description, French must try to fit them in.

"Seventy-five percent of them want to be DJs," French says.

Some have a lot of experience, and some come in with production and other media skills, but just aren't ready for certain jobs. Others bave no experience at all.

WRFG's founders contended that radio production techniques are easy to learn. So, the station offers quarterly broadcast training and production classes for volunteers who need them. In addition, French talks with volunteers interested in a radio career about their future plans.

"We talk about how working here will get them where they want to be," French explains.

Since most of the volunteers are on the air, and most of the potential volunteers want to he on the air, many must wait for a vacancy in the air schedule, or take a different volunteer job.

French tries to match volunteers with the people in charge of projects.

"For this," French says, "I have referral sheets. I write to the project director why the volunteer is suitable for his or her program. I also encourage volunteers to seek out their own programs. I tell them to read the program guides and listen to the programs to see if there's something on the air they would like to try."

Once a volunteer is placed, the project director takes it from there, coordinating, arranging schedules, etc. But French is still involved in the process.

"I want to be sure everything is fluid around the station," she says. "I counsel the project managers. Some may not know how to work with or coordinate volunteers."

The volunteers know that if they don't like an assignment, they can come back to French, who will try to fit them into something else.

Her flexibility may explain why the station has such a large core group of volunteers. Approximately 100 volunteers are regulars, who have worked at WRFG for more than one year. Many have been there more than five years.

The benefits inherent in the volunteer jobs also help attract people. Most of WRFG's volunteers are interested in radio careers. They acquire valuable skills through training and experience, only sacrificing time. Many leave WRFG to become paid staff members at other radio stations.

Another plus is that the volunteers have input into the way the station is run and what it produces—just as the founders originally intended.

After a volunteer has been at WRFG for two months, he/she becomes a station member with full voting rights and decision-making privileges.

"They don't just do what they're told," French says.

Not every volunteer cares that WRFG is a radio station. They gain benefits unconnected with being on the air or following personal and career goals. For instance, some volunteers take pleasure in helping out. Others are simply interested in freedom of the press and gain satisfaction in helping to foster the success of alternative media.

Either kind of volunteer would echo what French states as the reason she enjoys working at WRFG.

"It's fun," she says. "We have a good time."

Dolores French, WRFG's volunteer coordinator, gives a lesson in radio production techniques to Abdul Rasheed Manna. *Photo by Roger Allen Grigg*

The House That Love Built

By Donna M. Hill

A parent group's newsletter describes the Ronald McDonald House as "the house that love built." It is a home away from home for parents of children with cancer, leukemia and other serious diseases.

Ronald McDonald House provides an affordable place where a family can stay together when a child must travel away from home to obtain treatment.

Named after the famous clown, Ronald McDonald Houses across the country are the result of the work of hundreds of volunteers, who plan.

raise money, renovate and maintain the houses.

The first Ronald McDonald House was established when Fred Hill of the Philadelphia Eagles discovered that his daughter had leukemia. Hill realized the need for a facility where families like his could stay during difficult times. With the support of many volunteers—parents, staff at Philadelphia Children's Memorial Hospital, owners of area McDonald's restaurants—the Philadelphia Ronald McDonald House opened its doors in 1976.

Its success inspired the establishment of other houses across the country. Approximately ten already are operating, and there are plans for others in 35 cities. In Washington, D.C., a house near Children's Hospital is being renovated for a mid-April opening.

The largest house is in New York City. It is owned and operated by the Children's Oncology Society of New York, a not-for-profit corporation devoted to making the dream of a Ronald McDonald House come true. Officers, members and directors of the corporation are all volunteers. They include parents, physicians, corporate officers and other individuals who care about the needs of seriously ill children and their families.

To furnish the house, the Society came up with the idea of a "living showcase." Admission would be charged for viewing each room decorated by one of 35 well-known designers.

Each designer volunteered to contact manufacturers and retailers to get them to donate furniture. Once they obtained the furnishings, the designers worked enthusiastically on their rooms. Society members plastered walls, cleaned windows, put in sprinklers.

"Once they started doing the installation, I became totally part of it," one designer commented. "I came in and washed cement off glass bricks, washed windows, swept floors. I could do anything to make it beautiful. It became my baby."

Pat Giller, executive coordinator of the New York Ronald McDonald House, said each designer did his/her assigned room with no help from anyone else.

"The designers put in hours and hours and hours," she said.

The Living Showcase was on public display from October 2 to November 18. Visitors paid a $5 admission fee to view the 35 rooms, including 26 bedrooms, a large kitchen/dining area, a communal living room, a library, a playroom, and an outdoor garden with specially designed sculpture.

Board members of the Children's Oncology Society recruited the volunteers needed each day to act as room hosts and hostesses, but they really had not figured out how to coordinate the volunteer program.

"It was never a total success as far as getting volunteers and keeping them," Giller admitted.

Nevertheless, a core group made up of TWA and American Airlines flight attendants kept the effort from falling through.

"The airlines volunteers, especially TWA, took it upon themselves to coordinate all the volunteers on all the shifts," Giller said. "They made coffee, printed name tags, made up sign-in and sign-out sheets.

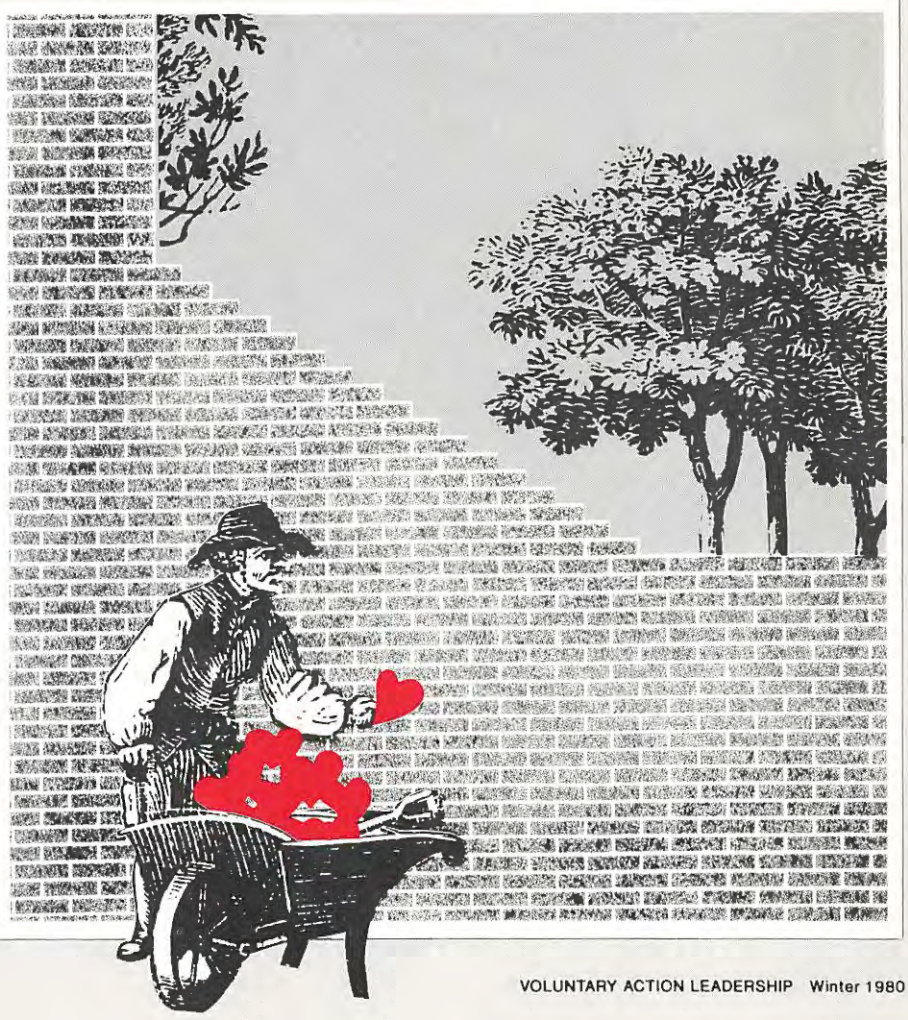
"They weren't asked to do it. They just realized we had few volunteers, so they did it."

The New York Ronald McDonald House, which opened last December, has only one full-time paid staff member—a resident manager. So they "will rely heavily" on volunteers, according to Giller, for a variety of tasks from office help to babysitting.

Dr. Dennis Miller, chairman of the department of pediatrics at Memorial Sloan-Kettering Cancer Center and board member of the New York Children's Oncology Society, nicely sums up the philosophy of the Ronald McDonald House.

"It is not a breakthrough in medical science," he says. "It is not the stuff that Nobel Prizes or Lasker Awards are made of. We may never publish a scientific paper relating to this project. The Ronald McDonald House may not alter survival rates.

"But what *will* change will be the way we provide comprehensive and compassionate care for children and the families of children with cancer and other chronic disease."



Communications Workshop

Let's Rely on *Personal* Experience

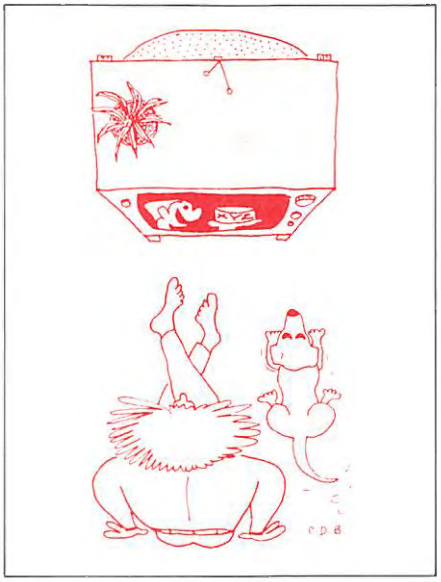
By Deborah Faktor

I RECENTLY READ A BOOK BY JERRY MANDER ON THE effects of television on our society. As an example, he tells of his young child's belief that fruit comes from grocery stores. The story, he feels, illustrates the degree to which we are becoming removed from direct participation with the roots of our existence.

Elsewhere, Mander quotes a *New York Times* report of a $50,000 study that proved the best bait for mice is, indeed, cheese. In questioning the necessity of this research, Mander notes our tendency to have to validate scientifically common sense observations.

It seems we no longer trust personal, direct observations until they are confirmed by the technological tools of official institutions. Instead, we rely on highly specialized experts to validate, appraise, predict and package our experience. They have become the indirect mediators of our experience.

Television is certainly the major mediator. Yet, people often don't recognize its mediation of our experience. They say, "I wouldn't have seen the ocean if it hadn't been for TV." What they have seen is not the ocean, however,



but the television image of the ocean—and the two are not the same. We fail to accept the indirect representation as reality.

The power of the experts who use the image, experience-creating technologies in our society, and the distance created by these experts tend to limit our knowledge and understanding of the world to what we are told. We are no longer able to judge the reliability of the information we obtain. With such lack of direct participation as well as lack of direct feedback based on interaction, the result is a feeling of losing control.

The solution? Communication with others. Communication, a skill gained through personal experience and direct interaction, depends on the senses. If a sense is not used, it atrophies. Similarly, our ability to communicate and to care for others can atrophy if the distance becomes too great. But if we choose, we can try to discover or create more opportunities for direct interaction and sharing, rather than continue to rely so heavily on mediated experiences.

Consider, for example, the different ways of responding to a crisis. In the past, when a fire destroyed someone's home, community members would band together to house and feed their unfortunate neighbors, and later help rebuild their home. In case of illness, community members would visit the sick, bring food, help with chores. The person in distress received *direct* personal care, concern and assistance from a friend or neighbor.

But if my home were destroyed today, the catastrophe probably would be apprehended indirectly by those who saw it on the local TV news. I would file with my insurance company and probably rent a motel room or temporary apartment until contractors repaired the damage. If the crisis extended to my family, I might apply to the government for aid, or to other distant institutions, such as a church or charity, which might offer me money or material necessities.

The difference in the delivery of care in these two examples is significant because it affects the quality of the experience. In the first case, the individual in need receives direct care as a part of the community experience. But in the second example, an impersonal official representative of an institution handles a person's needs.

These examples, it seems to me, illustrate our choices today:

- We can exclusively endorse "mediated giving"—i.e., by making monetary contributions to myriad institutions. Here, we give indirectly or we have something taken from us by government taxes, so that some "anonymous others" or institutions will take care of those distant, unseen crises.
- We can directly give of ourselves to another human being. We can try to learn to interact directly with and to

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Deborah Faktor is the director of volunteer services at the Chicago-Read Mental Health Center in Chicago, Illinois. Her article is adapted from a workshop talk she gave at the Illinois Association of Guidance Personnel Convention in October 1978.

communicate our concern for another person. Our feelings of isolation will diminish only when we cease to act from a distance.

Only through human interaction and the immediate feedback from direct participation with others does one experience and fulfill one's humanity. One's sense of self clearly reflects the type of feedback one has chosen—he it direct or largely second-hand and mediated.

The volunteer coming to interact with isolated people is a sign of community support. Volunteers extend themselves as unpaid, caring people to other people in times of need. The emotionally disturhed person, for example, is often difficult to reach. They are particularly sensitive to feelings of isolation and heing unable to communicate with others. Yet, such patients generally recognize and respond to the direct concern and interaction expressed hy the very presence of volunteers.

Volunteers are required to utilize all their available skills of human sharing and communication. They learn

- to reach out to another human being;
- to motivate;
- to confront;
- to he honest and direct;
- to discriminate between the individual and the behavior; and
- to share of oneself.

To volunteer is more than to act; it is to *interact*. The experience of interacting is clearly different from that of staying home and watching TV.

Volunteer service programs are designed for learning through self-discovery. They encourage volunteers to explore and to express their learning process. Each human encounter raises questions which require personal, individual answers that can he explored with one's peers. Articulating questions, choosing a course of action, and evaluating one's choices all contribute to the experience of self-growth—of developing one's observational skills, one's intuition and style of communication.

The development of the self is a lifelong process. There are stages in the pattern of development in which we are ripe for particular experiences. Late adolescence is a developmentally formative time in which life patterns are established. If people choose a style of personal interaction that is participatory and direct, it is likely they will generalize that style and continue to develop it.

Advocacy

The Charitable Contributions Bills

By Sandford F. Brandt

LEGISLATION NOW PENDING IN CONGRESS TO ENcourage support for voluntary action continues to attract cosponsors. As of this writing, 32 senators and 131 representatives have signed on. More are expected—and more are needed.

The bills are S219, introduced hy Senator Daniel Patrick Moynihan (D-N.Y.) for himself and Senator Robert Packwood (R-Ore.), and a companion House measure, HR1785 by Representatives Joseph L. Fisher (D-Va.) and Barber B. Conable, Jr. (R-N.Y.). Bipartisan support as well as authorship is evidenced by the fact that 76 of the cosponsors are Democrats and 87 are Repuhlicans.

The hills would allow taxpayers to deduct charitable contributions regardless of whether they choose the standard deduction. As it is now, taxpayers choosing the standard deduction may not also itemize deductions.

The reason for the legislation is the recent, steady increase in the standard income-tax deduction. There have been five increases since 1970. While the standard deduction for a married couple filing a joint return in 1970 was $1,000, it is now $3,200. Thus, the number of taxpayers who itemize (as a percentage of all taxpayers) has decreased. And accompanying the decrease in itemizers has heen a decrease in charitable contributions.

For organizations whose lifehlood is voluntary support, the consequences are serious, especially when it is realized that more than 80 percent of all contributions come not from corporations, foundations, or bequests, but from living individuals. Dr. Martin Feldstein, Harvard economist, has estimated that the increase in the standard deduction between 1970 and 1978 cost the independent sector more than $5 billion in support during that period.

Sponsors of S219 and HR1785 calculate that the annual increase in contributions to voluntary organizations will be in the neighborhood of $5.2 billion if the legislation is enacted. Of course, there would be an offsetting loss of tax revenue, estimated at $3.7 billion per year.

It is this loss of tax revenue that is expected to draw some opposition to the bills. In addition, opposition is expected from those who favor simplication of the tax structure as an end in itself.

Sandford Brandt is a volunteer for the Coalition of National Voluntary Organizations (CONVO) and the Mental Health Association. His volunteer activities over the past 25 years at local, state and national levels often have included lobbying for changes in laws affecting independent sector organizations and the services they provide. He lives in Norris, Tennessee.

That there is a direct correlation between charitable contributions and their tax deductibility is beyond doubt. A July 1979 survey by the Gallup Organization, commissioned by the Coalition of National Voluntary Organizations (CONVO), one of the prime movers behind the bills, found that 91 percent of those who itemized deductions on their 1978 income tax forms made charitable contributions as against 83 percent of those who took the standard deduction. The average contribution among itemizers was more than three times that of nonitemizers: $652 compared with $210.

The shrinking contributions base attributed to the increased standard deduction also has a more insidious consequence than the financial impact, threatening as that may be. It results in shifting the base of support of voluntary activities higher and higher up the income scale, inasmuch as it is the lower- and middle-income families that use the standard deduction the most. Not only dollar support but also participatory support is affected, since contributions of time and money usually go hand in hand.

"Taxpayers with incomes under $30,000 itemize their deductions far less often than those in higher brackets," Senator Moynihan said. "More than 80 percent of the revenues lost to the Treasury under our proposal would sustain the charitable impulses of taxpayers making less than $30,000 a year. This would make it possible for the voluntary sector to look more to low- and middle-income citizens for its support and would permit it to benefit from the added diversity, vigor, and moral legitimacy that their participation would bring."

Underlying concerns of the legislation's sponsors and backers go much beyond the issue of finances. They go to the very quality of life in America—the deterioration that inevitably would follow if the independent sector, relying as it does on voluntary contributions, were substantially weakened.

Diminishing private support has forced or at least prompted many organizations to turn to government support to maintain their operations. This not only subjects the receiving organizations to government controls but also tends to undermine their independence. Public charities are no different from other beings when it comes to not biting the hand that feeds them.

At the same time that many organizations are looking for government funds to offset diminishing contributions, government itself, especially at the state level, is cutting back on social services and support of education and the humanities. This places more, rather than less, of a load on the voluntary agencies.

A weakened independent sector—that is, the nongovernment, nonprofit sector of American society—diminisbes the nation's capacity to experiment, to innovate, to challenge, and to promote unpopular causes. Many of today's established institutions grew out of voluntary innovations.

Some idea of the impact of the increasing standard deduction on various fields of the independent sector may be gained from a more detailed look at the Gallup survey. A breakdown of mean average contributions by itemizers and nonitemizers to major fields discloses the following pattern:

Category	Religious Bodies	United Way and Other Health	Educational Groups	All Other
Itemizers	$435	$87	$67	$42
Standard deduction	$139	$40	$19	$16

It is not possible at this date to predict whether S219 or HR1785 will be passed this year. The bill's backers have little doubt, however, that remedial legislation ultimately will be passed, perhaps by the next Congress or the one after, if not hy this one.

One thing is clear: The more sponsors the bills have in the Senate and in the House, the greater their chances of passing. While the number of cosponsors already signed on is well above the average, many more are needed to assure passage. Readers are urged to contact their senators and representative, asking them to join in cosponsoring S219 or HR1785, as the case may be, in the interest of preserving the quality of life we have come to take for granted through the unique network of volunteer citizen organizations at all levels of society and in all communities in the nation.

For further information on the subject in general, write or call CONVO, 1828 L St., NW, Washington, DC 20036, (202) 659-4007.

CHARITABLE CONTRIBUTIONS LEGISLATION

Cosponsors to Date

Senate (Moynihan-Packwood—S219)

DEMOCRATS

Bill Bradley (N.J.), Alan Cranston (Calif.), Dennis DeConcini (Ariz.), John Durkin (N.H.),
Mike Gravel (Alask), Ernest F. Hollings (S.C.), Patrick Leahy (Vt.), John Melcher (Mont.), Daniel P. Moynihan (N.Y.), Jennings Randolph (W.Va.), Donald Stewart (Ala.), Richard Stone (Fla.).

REPUBLICANS

William L. Armstrong (Colo.), John Chafee (R.I.), Thad Cochran (Miss.), David Durenberger (Minn.), Orrin Hatch (Utah), S.I. Hawakawa (Calif.), John H. Heinz, III (Pa.), Jesse Helms (N.C.), Gordon J. Humphrey (N.H.), Jacob Javits (N.Y.), Roger Jepsen (Iowa), Richard Lugar (Ind.), Charles Mathias (Md.), Robert Packwood (Ore.), Harrison Schmitt (N.M.), Richard Schweiker (Pa.), Alan K. Simpson (Wyo.), Strom Thurmond (S.C.), John Tower (Tex.), Malcolm Wallop (Wyo.).

Supporters

Lloyd Bentsen (D-Tex.), Spark Matsunaga (D-Hawaii), Charles Percy (R-Ill.).

House of Representatives (Fisher-Conable—HR1785)

DEMOCRATS

Joseph Addabbo (N.Y.), Edward Beard (R.I.), Berkley Bedell (Iowa), Tom Bevill (Ala.), Marilyn Lloyd Bouquard (Tenn.), Jack Brinkley (Ga.), John J. Cavanaugh (Neb.), William Clay (Mo.), Julian Dixon (Calif.), Thomas J. Downey (N.Y.), Robert Edgar (Pa.), Dante Fascell (Fla.), Vic Fazio (Calif)., Joseph Fisher (Va.), James Florio (N.J.), Thomas S. Foley (Wash.), L.H. Fountain (N.C.), Dan Glickman (Kan.), Lamar Gudger (N.C.).

Sam Hall, Jr. (Tex.), Lee Hamilton (Ind.), James M. Hanley (N.Y.), Carroll Hubbard, Jr. (Ky.), Andy Ireland (Fla.), Claude Leach (La.), Raymond Lederer (Pa.), William Lehman (Fla.), Mike Lowry (Wash.),

Thomas Luken (Ohio), Dan Mica (Fla.), Barbara Mikulski (Md.), George Miller (Calif.), Joe Moakley (Mass.), C.V. (Sonny) Montgomery (Miss.), Ronald M. Mottl (Ohio), John P. Murtha (Pa.), William Natcher (Ky.), Stephen Neal (N.C.), Bill Nichols (Ala.), Henry J. Nowak (N.Y.).

Mary Rose Oakar (Ohio), James L. Oberstar (Minn.), Richard Ottinger (N.Y.), Claude Pepper (Fla.), Richardson Preyer (N.C.), Melvin Price (Ill.), Nick Joe Rahall, II (W.Va.), Henry Reuss (Wisc.), Peter Rodino (N.J.), Robert Roe (N.J.) Charles Rose (N.C.), James H. Scheuer (N.Y.), David E. Satterfield, III (Va.), James Shannon (Mass.), Philip Sharp (Ind.), Fernand St. Germain (R.I.), Edward Stack (Fla.), Frank Thompson, Jr. (N.J.), Bob Traxler (Mich.), Charles Vanik (Ohio), Doug Walgren (Pa.), Timothy E. Wirth (Colo.), Gus Yatron (Pa.).

REPUBLICANS

Robert E. Badham (Calif.), L.A. (Skip) Bafalis (Fla.), Clarence Brown (Ohio), James Broyhill (N.C.), John Buchanan (Ala.), Clair W. Burgener (Calif.), Caldwell Butler (Va.), Richard Cheney (Wyo.), James C. Cleveland (N.H.), James M. Collins (Tex.), Barber Conable (N.Y.), Silvio O. Conte (Mass.), Tom Corcoran (Ill.), Lawrence Coughlin (Pa.), William Dannemeyer (Calif.), Robert W. Davis (Mich.), Robert Dornan (Calif.), Charles Dougherty (Pa.), John J. Duncan (Tenn.).

Jack Edwards (Ala.), Hamilton Fish, Jr. (N.Y.), Edwin Forsythe (N.J.), Bill Frenzel (Minn.), Newt Gingrich (Ga.), Willis Gradison, Jr. (Ohio), Charles Grassley (Iowa), S. William Green (N.Y.), Tennyson Guyer (Ohio), Tom Hagerdorn (Minn.), Elwood Hillis (Ind.), Frank Gorton (N.Y.), Henry J. Hyde (Ill.), James M. Jeffords (Vt.), Jack Kemp (N.Y.), Thomas Kindness (Ohio), Ken Kramer (Colo.), Robert Lagomarsino (Calif.), Gary Lee (N.Y.), Norman Lint (N.Y.) Trent Lott (Miss.), Daniel Lungren (Calif.).

Robert McClory (Ill.), Paul N. McCloskey, Jr. (Calif.), Joseph M. McDade (Pa.), Robert McEwen (N.Y.), Stewart B. McKinney (Conn.), Edward Madigan (Ill.), Clarence Miller (Ohio), Donald Mitchell (N.Y.), George O'Brien (Ill.), Charles Pashayan, Jr. (Calif.), Ron Paul (Tex.), Joel Pritchard (Wash.), Tom Railsback (Ill.), Ralph Regula (Ohio), Matthew J. Rinaldo (N.J.), Donald Ritter (Pa.), John Rousselot (Calif.).

Harold Sawyer (Mich.), Norman Shumway (Calif.), Gene Snyder (Ky.), Floyd Spence (S.C.), Tom Tauke (Iowa), Guy Vander Jagt (Mich.), Robert Walker (Pa.), G. William Whitehurst (Va.), Larry Winn, Jr. (Kan.).

Supporters

James Abdnor (R-S.D.), E. de la Garze (D-Tex.), John Erlenborn (R-Ill.), Ken Holland (D-S.C.), Larry Hopkins (R-Ky.), Robert Yound (D-Mo.).

Follow-Up

Follow-Up is a column of current developments and discussion as well as additional resource information on key topics reported in previous issues. The following is an excerpt from the Association for Volunteer Administration's "Professional Ethics in Volunteer Administration," which can be obtained for $1.50 ($1 for AVA members) from AVA, PO Box 4584, Boulder, CO 80306. Bulk rates available. AVA's statements is a follow-up to VAL's introduction to the topic ("Ethics on Volunteerism: A Beginning Dialogue" by Putnam Barber and Ivan Scheier) in the winter 1979 issue. Copies available for $2 each from VAL, PO Box 4179, Boulder, CO 80306.

AVA's Code of Ethics: An Excerpt

VOLUNTEER SERVICES ADMINISTRATION EXISTS TO provide the leadership, structures and functions which facilitate the mobilization of human and other resources

- to enable the meeting of human needs;
- to create a social climate which makes the meeting of human needs possible;
- to provide for the involvement of persons in the decision-making processes which affect them in social, economic, political, health and other realms;
- to contribute to creative and responsible social development and change;
- to enhance and extend the work of professional and other employed persons in certain service fields.

Volunteer services administration is based on (1) a commitment to social responsibility, (2) the need of every human being to express concern for other persons, and (3) the right to human dignity and self-determination. Along with the right of a person to volunteer as a means for self-actualization, there is the right of the recipient of services to accept and to define the circumstances of that help, or the right to reject help altogether. These rights are to be seen in the light of social responsibility. Thus, in any given situation considered from an ethical perspective these three dimensions are held in tension. No one of them is absolute.

Out of such considerations, guidelines for ethical principles in the practice of volunteer administration can be drawn. The members of the Association for Volunteer Administration pledge themselves to the following principles and guidelines:

Principle 1. Philosophy of Volunteerism. The Volunteer Services Administrator accepts the ethical responsibility to develop a personal coherent philosophy of volunteerism as a foundation for working with others in developing a volunteer program.

This means that the Administrator will:

- Have an understanding of the history, the goals, the ethical implications and the basic principles of volunteerism both philosophical and practical.
- Be in communication with colleagues who can contribute to the continuing growth of his/her own philosophy.
- Share that philosophy with immediate staff in the development of the volunteer program and of staff relationships.
- Develop a volunteer program that is consistent with the philosophy held and be able to interpret why volunteers should or should not be involved in certain roles.
- Interpret to the community, the staff, the recipients of the service, and the

volunteers the rationale for volunteerism.

Principle 7. Professional Responsibility. The Volunteer Services Administrator accepts the ethical responsibility to contribute to the credibility of the profession in the eyes of those it serves.

This means that the Administrator will:

- Maintain high standards of professional competence.
- Act with integrity and objectivity in the professional role.
- Work for implementation of ethical practices in all types of volunteerism in the community.
- Refrain from any action which takes advantage of information or situations arising from professional contacts.
- Make a clear distinction between statements and actions which are personal and those which are representative of the employing agency or organization, the volunteers, or the professional organization.
- Accept employment in an agency or organization only when it is possible, with integrity, to align himself/herself with its policies and goals.
- Work within the accepted structures and procedures of the employing agency or organization or work in open and constructive ways to bring about change.
- Assure the validity of information used in publications, news releases or other informational devices before becoming responsible for its release.
- Accept responsibility for providing professional consultation consistent with his/her own personal integrity and will request and accept consultation when it is needed.
- Carry on continuous and realistic evaluations of all programs for which he/she is responsible, such evaluation involving recipients of the service, volunteers, staff, agency or organization administrators and representatives of the community.
- Work diligently to enhance his/her own professional growth.
- Contribute to the expanding body of knowledge about volunteerism.
- Assume a fair share of responsibility for the effective functioning and development of the professional organization of which he/she is a member.

Neighborhood Networks

Caring, Cooperating in Rock Island

By Alice L. Barnett

MOST PEOPLE ASSOCIATE ROCK ISLAND, ILLINOIS, with the old folk song about the once famous, now almost defunct, Rock Island railroad—or perhaps with its infamous Civil War prison known as "The Andersonville of the North."

Today, however, there is much more concern with this old Mississippi River town's immediate history—that of slow neighborhood decay, rising crime rates, and dropping property values. Three years ago, some seventy church and neighborhood leaders gathered in a church basement in one of the town's older neighborhoods to discuss these problems. Their greatest worry was over the social deterioration that accompanied the neighborhood's physical decline. Few neighbors knew one another; even fewer had any hope that their neighborhoods could change for the better.

Led by Rev. Ken Kuenning, pastor of the Church of Peace (a member congregation of the United Chruch of Christ), and the Church's Christian Task Force of Lay Leaders, the neighbors began to pull together the Rock Island Community Caring Conference (CCC). This new organization would encourage neighbors to meet one another and to cooperate in neighborhood improvement programs.

They were aided in their efforts by a denominational grant from UCC's Illinois northern region, which allowed the church to hire a staff person to assist in organizing the neighborhood.

The Church of Peace soon was joined by four other churches—St. Joseph Catholic Parish, Central Presbyterian Church, Olivet Baptist Church and Second Baptist Church, the latter two the largest black congregations.

Organizing began in northwest Rock Island—a section of older neighborhoods where 80 percent of the houses are over 30 years old, 48 percent of the properties are rentals, and the median property value is 30 percent lower than the rest of the region. Of the 10,000 peo-

Alice Barnett is a field advocate in VOLUNTEER's LEAA-funded Community Anti-Crime Program. She provides management-oriented technical assistance to 20 of the 70 community organizations serviced by the project.

ple who live there, 43 percent are black. The area's mean income is 21 percent lower than the rest of the region; the employment rate is 10 percent lower.

As a result, the Community Caring Conference faced a strong community-wide prejudice toward these neighborhoods. Yet, from the late summer of 1976 through the spring of 1977, CCC neighborhood activists organized twelve block clubs, varying in size from both sides of a street to four square blocks. Through the clubs, neighbors organized block-wide crime watching and clean-up activities, and promoted the Operation Identification and Whistlestop crime prevention programs.

By the early summer of 1978, the Community Caring Conference had become an effective neighborhood organization of twenty block clubs. It had acquired political influence to convince the city to restructure and strengthen its animal control procedures. It had gained enough know-how to begin to address housing problems and to get involved in the city's Community Block Grant Allocation processes.

Their primary concern, however, was with crime. Through the "Neighborhood Watch" program, they enlisted neighbors to be on the alert for suspicious activity on their blocks. Residents used a neighborhood directory containing a map of their block club area and the names and phone numbers of participating neighbors. Neighborhood Watch began to restore a sense of community.

In 1978, CCC applied for and received a grant from the Office of Community Anti-Crime of the Law Enforcement Assistance Administration. The grant has been used to continue and expand the crime-prevention work initiated by the block clubs. CCC's target area expanded to the neighhorhoods in the northeast and west central sections of the city.

In addition to Neighborhood Watch, CCC works closely with the police to make residents of these older neighhorhoods aware of what each of them can do to reduce their chances of becoming a crime victim. Organizers encourage use of the engravers for the police department's Operation Identification program. Police officers give educational presentations ahout crime prevention and home security. Block clubs successfully have petitioned the city for additional street lights and have pooled resources to rent security lights from the utility company. To date, over 600 families are participating in Neighborhood Watch, and nearly that many have taken advantage of the other crime prevention programs.

CCC also has begun to address other serious problems affecting the older neighborhoods in Rock Island. Deteriorating housing and inadequate city services are two highly visible area-wide concerns. Individual block clubs have petitioned both property owners and the city government to respond to such neighborhood concerns. As a result, more than fifty separate neighborhood actions have been initiated over the past year to deal with complaints or requests concerning vacant or abandoned houses, lack of maintenance of rental properties, traffic problems, and a variety of other neighborhood issues.

CCC now has organized thirty-two block cluhs through which neighborhood leadership has begun to identify patterns of problems that can he dealt with more effectively on an area-wide basis. For instance, last summer volunteer leadership organized a public hearing featuring a panel of speakers representing the city redevelopment staff, the banking community, the board of realtors, and the area office of HUD. One hundred thirty neighborhood residents turned out to question the panel ahout their institutional policies and attitudes.

The organization also has devoted a suhstantial amount of attention and energy to the allocations process for Community Development Block Grant funding. Rock Island receives $1.5 million each year in CDBG monies to revitalize the city's older neighhorhoods. Previously, there had been little input from neighborhood residents in determining how those funds should be spent. This year, however, CCC made it a priority to solicit comment from the neighborhoods at Citizens Advisory Committee (CAC) public hearings. Over 150 residents voiced their concerns and their ideas for revitalizing the area.

As a result, city staff and the CAC are recommending to the City Council that the size of the Housing Inspection Department be doubled and that the targeted areas he expanded.

These accomplishments, of course, were dependent on the involvement and commitment of volunteer neighhorhood leadership. Karen Bouilly, chairwoman of CCC's Community Development Committee, feels "there were a lot of things that needed to be done in this neighborhood. The block club makes a lot of difference in the way I feel about where I live. The friendliness replaces isolation and fear about neighbors with a sense of security in knowing who one's neighbors are and that they can he counted on to help."

Rick Kitterman, a block club member and chairman of CCC's board, adds that if "a person knows the people in his neighborhood, he's bound to care more."

And Karen Smith, block club captain and board member, believes, "Because we were interested in keeping up with the neighborhood and in keeping what we have, we can band together to solve prohlems, and it is not just one individual anymore."

Rock Island neighbors clean up the alleys of a four-block area on a Saturday last fall.

Nonprofit Board Basics—Part I

Diverse Roles and Broader Involvement

NONPROFIT ORGANIZATIONS DIFFER FROM their counterparts in the corporate and governmental sectors. Specifically, these differences mean:

- Greater voluntary involvement.
- Less bureaucratic and hierarchical organization.
- Less reliance on monetary and financial incentives for motivation.
- More sharing of roles and functions in the organization.
- Utilization of a wider range of an individual's skills and interests.
- Greater reliance on the organization's own resources rather than contracting for services.

What possibilities and implications do these characteristics have for the role of boards of directors and trustees? How can directors and trustees be helpful to their organizations in areas beyond their basic responsiblity in governing, fulfilling legal requirements, and meeting periodically? What can happen when nonprofit directors and trustees see their roles expanded beyond the pattern usually accepted and so common in "for profit" firms?

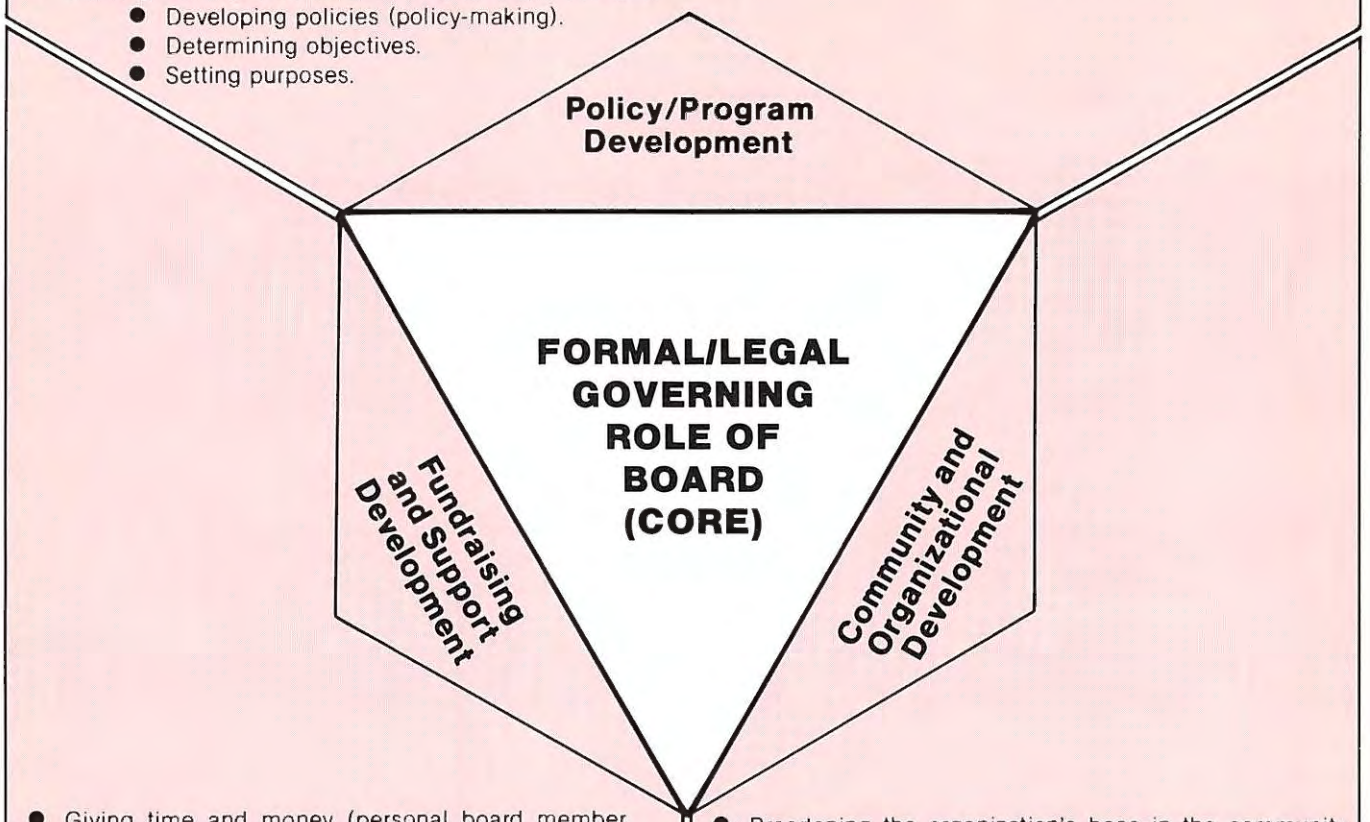
The possibilities are myriad. Boards and board members can find themselves fulfilling a variety of roles and functions—ranging from their **minimum legal responsibilities** to **trusteeship** to **policy-making** to the **direction** of some organizational activities to expand involvement with **organizational development.**

Indeed, boards and board members increasingly can share roles with staff members and, in some cases, take over certain responsibilities in lieu of staff members. In general, board and board member roles can become interwoven with the organization. When that happens, boards move beyond their usual functions, and in the process become less supervisory, less distant, less separate, and less "parental."

The range of roles and functions open to boards and board members will, of course, depend on the individual organization. A number of options are shown in summary form on the following chart. Potential board roles move outward from the core board role into three areas—development of policy and program, development of support and fundraising, and development of the organization and its community relationships.

Dean Schooler is a development consultant to nonprofit organizations. He has written articles for Foundation News *and* Fund Raising Management *on fundraising and the development of the nonprofit sector, as well as articles for publications in the field of public policy. He also teaches at the University of Colorado at Boulder and serves as director of the Development Center. He may be contacted at 636 Peakview Road, Boulder, CO 80302, (303) 449-0918. The material appearing here has been excerpted from longer articles and workshop presentations.*

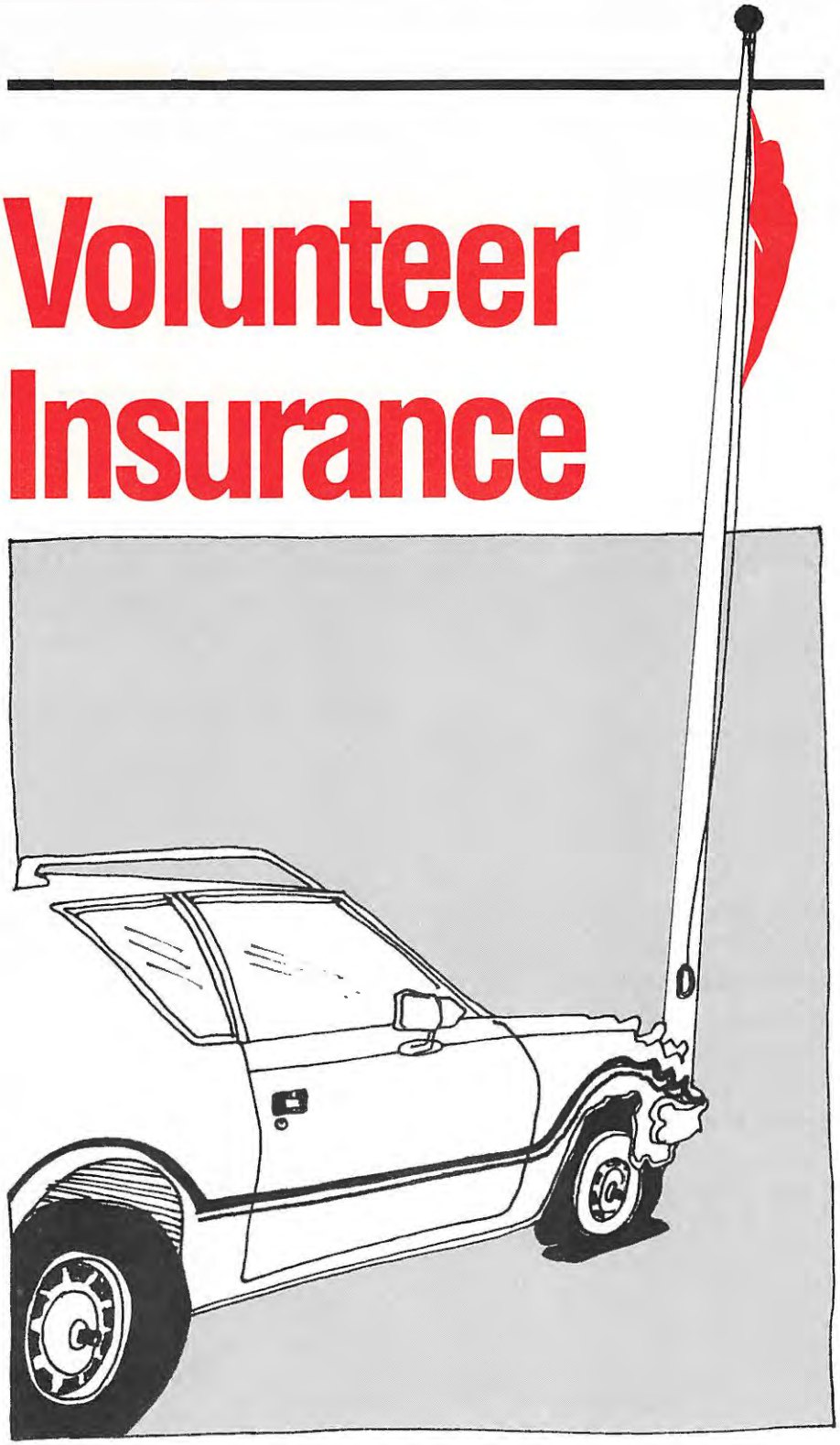
- Serving recipients of services (beneficiaries).
- Planning creatively for the future (short- and long-term plans for programs, policies, resources and support, finances, personnel, and institutional development).
- Evaluating programs and policies.
- Guiding the implementation of programs and services.
- Developing policies (policy-making).
- Determining objectives.
- Setting purposes.



- Giving time and money (personal board member gifts).
- Raising funds (annual giving, capital campaigns, memorials, large individual gifts, deferred giving/trusts/ and estates).
- Working with staff on grants (groundwork, contacts, visits).
- Leading fundraising campaigns.
- Working with development staff on contacts and fundraising programs.
- Developing existing and new constituencies (donors, members, and supporters).
- Recruiting volunteers.
- Maintaining accountability and responsibility to donors.

- Broadening the organization's base in the community (groups, interest).
- Presenting the organization to the community (open board meetings, forums, speeches, media appearances, public information, public education, etc.).
- Interacting with the community to generate or bring new issues and community needs to the organization.
- Representing the "public interest" to and within the organization.
- Maintaining accountability and responsibility to the public, government, recipients, staff and resources (endowment, spending).
- Providing continuity over time.
- Assuring a continual renewal and growth process for the organization (development, organization development).
- Developing effective committees (board committees, advisory committees).
- Renewing and self-evaluating the board itself (membership, process, functions, roles, etc.).
- Representing the organization on policies (political action on local, state, national policies affecting and concerning the organization).

Volunteer Insurance



What's at Stake for the Board Member and Nonboard Volunteer

By Terry Chapman

DOES THE INSURED HAVE volunteers? This is a common question asked by insurance underwriters, and it automatically raises a red flag. If answered affirmatively, it provokes further questions. What do the volunteers do? What are their ages? How many hours are volunteered? Does the insured tell them when to work, where to work, what work to do, etc.? Do the volunteers drive the insured's vehicles? Do the volunteers drive their own vehicles on behalf of the insured? Do the volunteers receive credit at school for their work? Do the volunteers receive any fringe benefits, such as meals, lodging or transportation expenses? These questions are but a sample of those that must be answered to the satisfaction of the underwriters if a social service agency is to obtain insurance.

The insurance underwriter generally does not understand the volunteer organization and has a great deal of difficulty assessing the exposures that the volunteer creates. Insurance companies must control the risks they take, and when volunteers are involved the control over the risk diminishes substantially in the eyes of the underwriters. The organization can control what employees are required to do as well as when and in what manner the job is performed. The underwriters often see the volunteer as beyond the scope of the insured's control. Thus, they frequently are reluctant to offer insurance coverages to a social service agency.

Those of us involved personally in volunteerism know the value of volunteers and the contributions made by volunteers. We recognize that the Third Sector would not be able to provide many valuable services without volunteers. But, because it is increasingly

Terry Chapman is president of Chapman and Associates, Inc. Insurance Brokers in Pasadena, California, a firm specializing in insuring nonprofit agencies. Chapman is currently chairperson of the California Coalition for Insurance Reform for Nonprofit Agencies as well as president of the Consortium for Human Services, the action arm of the Coalition. In addition, he is a member of a specially appointed White House Task Force studying the issues of insurance affordability and availability for nonprofits.

difficult to obtain affordable insurance coverages, agencies are having to reassess their priorities and their use of volunteers.

Volunteers also must be concerned with exposures they face from a personal standpoint:

- What if I am sued as a board member due to the actions or inaction of the director?
- What if I am sued for injury to a client?
- What if I am sued for offering bad advice?
- What if I am sued because of an auto accident?
- What if I am injured in the course of volunteering?

All of the aforementioned "what ifs" are realistic concerns; they have been asked before and they will continue to be asked in our litigious society.

The greatest exposure to volunteers is as a board member of an organization. The board is charged with the responsibility of managing the organization. The executive director or administrator reports as an employee to the board. There have been many instances of board members being held personally liable for actions or inactions of the executive director or administrator. The courts have ruled that directors of charitable corporations are required to exercise ordinary and reasonable care in the performance of their duties, exhibiting honesty and good faith. Since a director's conduct is presumed to be in good faith and courts are hesitant to substitute their judgment for that of directors, the rule effectively precludes a finding of liability where there has not been bad faith or a total abdication of responsibility.

Boiling the above information down to its basics: If a person sits on a board of directors of a charitable or nonprofit corporation, the "reasonable and prudent men theory" will be enforced. It is incumbent on the director that all meetings be attended and votes on issues be duly recorded. In the absence of a recorded vote, it will be assumed by the court that the director either went along with the negligent act or did not have enough of an understanding of the issue to respond in a reasonable manner.

Several cases are now in litigation between nonprofit corporations and former employees alleging discrimination, slander and invasion of privacy. A case in California currently involves a nonprofit corporation that has been defunded because the director did not pay federal and state withholding taxes on employees. The court found that directors were personally responsible for the taxes, which amounted to several thousand dollars.

For an in-depth study of the question, refer to Dickinson School of Law, Carlisle, Penn., for a paper entitled "The Not-For-Profit Corporate Director: Legal Liabilities and Protection" by Kristen M. Brown.

The unfortunate thing is that only three carriers are currently offering errors and omissions insurance for boards of directors of nonprofit corporations: Crum & Forster through L.W. Biegler (found in most major cities), Seabord Surety through Professional Insurance Consultants in Seattle, and, on a very limited basis, American Home Insurance. Premiums range from $550 per year upward to several thousand dollars per year, depending on the number of members on the board, the amount of funds administered and the number of years in existence. St. Paul Insurance Company and Lloyds of London also offer coverages on a limited basis.

With the establishment of the special code and the excess coverage under "nonowned auto," the insurance industry is recognizing the existence of and the special needs of the Third Sector.

If you ask a dozen insurance companies how they would treat a claim against a volunteer . . . you will get 12 different answers.

AS A BOARD MEMBER, OR A nonboard volunteer, you should ask your agency about your insurance status. Most carriers will defend a volunteer for liability claims on the basis you are acting as an agent of the organization. The defense, however, is usually provided under a "reservation of rights" clause. This means that rather than admitting responsibility for the claim, the insurance carrier will petition to have the court determine whether or not there is negligence on the part of the insured agency. The court may determine no negligence, in which case the volunteer must stand on his/her own.

Some carriers will agree to extend the contract to cover volunteers as named insureds and then full protection under the policy will be provided.

Some carriers will agree to extend the contract to cover volunteers as named insureds and then full protection under the policy will be provided. This is something that must be negotiated with a carrier by the director through the agency's insurance broker.

You may also look to your personal insurance policy; if you have a homeowners policy with liability coverage, it should afford protection for you. There is an exclusion for business pursuits and professional services. The definition of "business pursuits" is rather nebulous, but "professional services" is clearly defined. For example, if you are a public accountant or bookkeeper and you volunteer your bookkeeping services to an agency, you have no coverage for the advice you give.

Some carriers now offer coverage for the professional liability exposures of volunteers who are professionals, such as physicians, dentists, psychologists and paraprofessionals. These are specific professional or malpractice liability policies. If you volunteer as a counselor at a mental health clinic, you would be wise to check with the director about this type of coverage.

What about volunteers' liability when they are transporting clients in their own

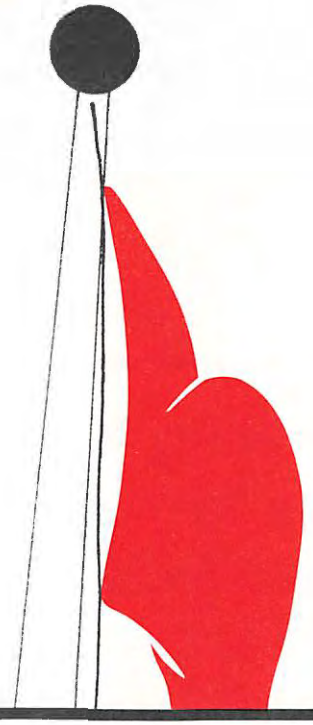
vehicles? A tremendous exposure exists because of recent overruling of the "guest host statute." This law held that if I am an invited guest in your car, I could not sue you without demonstrating "gross negligence" on your part. Today, however, a guest can bring a lawsuit against the host. If you receive mileage allowances for your services, you may be looked upon as a "public livery" or a "for hire vehicle," in which case your personal insurance may be null and void. If you ask, as I did, a dozen insurance companies how they would treat a claim against a volunteer who receives mileage allowance, you will get 12 different answers. Some carriers say they would cancel due to increased exposure; some say they would deny coverage because of the public livery exclusion; some say they will increase the rates to business use rates; and others have different ideas.

Extensive legislation within the various states deals with the question of workers' compensation for volunteers. In California we have worked for two years to obtain passage of a bill that *excludes* volunteers from workers' compensation coverage. This seems at first glance a contradiction of our philosophy as supporters of the volunteer movement. What we experienced in California and throughout the country, however, was the increased costs to nonprofits in obtaining workers' compensation because of the use of volunteers. In some cases carriers were issuing policies at rates 100 or 200 percent higher than standard rates. The problem was that the carrier could not determine whether the volunteer would be found to be an employee

Most carriers will defend a volunteer for liability claims.

by our Workers' Compensation Appeals Board. In the liberal courts the insurance carriers were being required to pay benefits to volunteers even though they had received no premium for the exposure.

The bill we supported allows a board of directors to cover the volunteers with workers' compensation only if they wish to do so. They may then negotiate coverage with a carrier so that the carrier charges a premium based on an hourly wage rate or a flat fee per volunteer.



teer carries $25,000 and is involved in an accident, the volunteer can be covered up to the $500,000 limit as an individual. A premium charge is made, but it is nominal, approximately $2 per volunteer.

With the establishment of the special code and the excess coverage under "nonowned auto," the insurance industry is recognizing the existence of and the special needs of the Third Sector.

An insurance brokerage firm called Corporate Insurance Management, or CIMA, located in Washington, D.C., has negotiated a special program exclusively for volunteers called Volunteers Insurance Service. The components include:

- Accident Insurance—$10,000 limit
- Personal Liability—$1,000,000 limit
- Excess Auto—$500,000 limit

The unfortunate thing is that only three carriers are currently offering errors and omissions insurance for boards of directors of nonprofit corporations.

THE BRIGHT SIDE OF THIS problem is that the level of awareness of insurance companies is being raised to the fact that a problem exists. Through a specially appointed White House task force, under the direction of Dr. Frank Davis of the University of Tennessee, meetings have been held with insurance industry executives. One result of the meetings has been the establishment of a special code for vehicles operated by social service agencies. This is not a panacea, because many carriers are not familiar with the code and they still harbor prejudices against volunteers. However, it is a major breakthrough in recognition. Under a grant from the Departments of Health, Education and Welfare and Transportation, Dr. Davis has written a book entitled *The Social Service Insurance Dilemma: Problems, Analysis and Proposed Solutions.* It may be obtained from the National Technical Information Service, Springfield, VA 22161 (Contact #DOT-OS70073).

In addition, volunteers who operate their own automobiles while volunteering can be covered under the nonowned auto coverage of the agency. This means that if the agency carries a $500,000 limit of liability and the volunteer carries $25,000 and is involved in an accident, the volunteer can be covered up to the $500,000 limit as an individual. A premium charge is made, but it is nominal, approximately $2 per volunteer.

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- Accident Insurance—$10,000 limit
- Personal Liability—$1,000,000 limit
- Excess Auto—$500,000 limit

The policy, underwritten by Insurance Company of North America, is available only to agencies and not to individual volunteers. The agency may purchase any of the three coverages independent of the other. The costs are:

- Accident Insurance—$.85 per year per volunteer
- Personal Liability—$.65 per year per volunteer
- Excess Auto—$4 per year per volunteer

In California these coverages are sponsored by the Consortium for Human Services (PO Box 1183, San Jose, CA 95108, (408) 287-0643). In all other states, contact CIMA, 4200 Wisconsin Ave, NW, WAshington, D.C. 20016.

I am planning to conduct seminars throughout the country during the coming year. The seminars will be directed to agency directors and board members who wish to learn how to buy insurance coverages, how to select an insurance broker, and how to better understand an insurance policy. It is hoped that the seminars will help raise your level of consciousness about insurance issues.

For further information, contact Chapman & Associates, 301 East Colorado Blvd., Suite 407, Pasadena, CA 91101.

Justifying the Position of Volunteer Administrator

By Rita L. Katzman, M.S.W.

Looking for a way to measure the needs and benefits of volunteer services? To make your agency accountable for volunteer program development? Here's how the Virginia Department of Welfare did it by developing standards for volunteer services positions.

THE AMERICAN PUBLIC IS becoming preoccupied with controlling inflation, reducing taxes, and clamping down on federal, state and local government spending. Citizens appear anxious about government's growth, costs and ability to provide services. As a result, administrators in the field of human services are finding ways to justify programs, document costs, account for increased staff and the number of clients served. There seems to be a push, now more than ever, to involve citizens in our programs. They can work directly with clients, support staff, and provide input through advisory roles.

The Virginia Department of Welfare is committed to utilizing volunteers in its programs. This extends to the involvement of welfare recipients as volunteers. As many local welfare departments have been interested in implementing well-planned volunteer services—yet have been faced with justifying additional administrative and personnel costs—the state office recently developed standards for volunteer service positions. The standards had two purposes: to expedite the hiring of qualified staff under the approved personnel classifications of "Volunteer Services Director," "Volunteer Services Coordinator," or "Volunteer Services Representative," and to provide program justification.

Background: The Caseload Standards Study

In 1974, the Virginia Department of Welfare began a study to:

- Provide information that would permit a true allocation of costs to specific classifications of services rendered by the department.
- Measure and monitor productivity of personnel.
- Provide qualitative and quantitative standards for staffing and planning.
- Provide the basis for sound and effective management controls for the department and local welfare agencies.

There are 124 locally administered welfare agencies under the supervision and jurisdiction of the Virginia Department of Welfare. Eighteen percent or 22 of the local departments participated in this study. Their selection was based on adequate representation of caseloads, staff, regions, planning districts, agency size and geographic location.

The duties and responsibilities of workers and the approximate time required to perform these functions were broken down into 1,600 different tasks. The scope of the study included both repetitive functions, such as the number of food stamp applications taken in one day and the amount of time required to process an application, as well as all nonrepetitive functions, such as participation in a training session. The time span of two consecutive months for the study was selected as adequate representation for reporting purposes.

Obtaining valid information to measure caseloads was one of the major considerations in designing a work measurement program that would be both practical and meaningful. Standard times were developed from arithmetic or weighted averages of the hours and case count reported by each participating agency for given program categories, employment positions, functions and tasks performed. Two broad categories of kinds of workers were determined, direct labor or direct service delivery workers (social workers) and program support workers (clerical or administrative aides). A ratio of direct labor staff and program support staff was established and is used by the Bureau of Personnel to allocate new positions. The case is the actual measurement unit.

Rita Katzman is the coordinator of volunteer services for the Virginia Department of Welfare in Richmond, Virginia.

How Do Volunteer Services Fit into These Standards?

At the time this study was conducted, very few agencies involved volunteers in their programs in a planned manner. Furthermore, it didn't seem appropriate to tie volunteer services directly to caseloads. Perhaps there was a place for those volunteers working directly with clients, but what about those individuals providing indirect or advisory services? What about material donors?

A "Catch 22" existed within our system. On the one hand, we were encouraging the utilization of volunteers and the importance of hiring staff to coordinate the program. Yet, we were asking agencies either to give up a social work or direct labor position, or to fit these positions under the program support category. Realizing that this was not a feasible method of determining priorities or allocating volunteer services positions, a committee was formed to study the caseload standards formulas and to develop guidelines and criteria appropriate for justifying the need for volunteer services.

Research consisted of close examination of the "Volunteer Services Quarterly Report" forms that are submitted to the state department of welfare by local agencies who use volunteers. The report documents the number of individual volunteers in each agency, the number of volunteer groups, material donations, and total number of hours contributed. The committee also looked at the quarterly reports submitted by twelve VISTA volunteers, who were recruited and placed in local welfare departments as volunteer coordinators. The committee felt that the data contained in both reports was accurate and that an analysis of this information could provide criteria for determining standards for volunteer service positions.

A plan was implemented in August

Standards for Professional Volunteer Positions

For the purposes of these guidelines, a volunteer is defined as anyone who freely provides goods or services without any financial gain to the Department of Welfare. Within the boundaries of this definition, a distinction is made between direct, indirect, advisory volunteers and material donors.

I. DEFINITIONS

Direct service volunteers are people who have direct contact with clients in the provision of services on an on-going basis.

Indirect service volunteers are those who provide assistance to clients without necessarily having direct contact with an individual client.

Advisory volunteers generally have no contact with clients. They provide advice and counsel on various matters pertaining to the operation of the department.

Material donors provide money, goods, materials, employment and other opportunities for clients.

A **regular-service** volunteer is anyone who engages in specific voluntary activities on an ongoing or continuous basis.

An **occasional-service** volunteer is anyone who provides a one-time or occasional voluntary service.

These definitions are in compliance with the Virginia State Government Volunteers Act passed by the Virginia General Assembly in 1977.

A further distinction is made between regular-service and occasional-service volunteers. Both categories shall include those volunteers performing direct, indirect, advisory and group services.

II. WORKLOAD DATA

A full-time volunteer coordinator shall:

Class A Agencies

Recruit, screen, train, assign and follow-up on a minimum of 20 regular-service or occasional-service volunteers, who shall provide a minimum of 2,500 hours of yearly service, of which no more than one-half of the total hours may be contributed by occasional-service volunteers.

Class B Agencies

Recruit, screen, train, assign and follow-up on a minimum of 35 regular-service or occasional-service volunteers, who shall provide a minimum of 4,500 hours of yearly service, of which no more than one-half of the total hours may be contributed by occasional-service volunteers.

Class C Agencies

Recruit, screen, train, assign and follow-up on a minimum of 50 regular-service or occasional-service volunteers, who shall provide a minimum of 6,500 hours of yearly service, of which no more than one-half of the total hours may be contributed by occasional-service volunteers.

Secure materials, goods and resources provided by material donor volunteers. Material donors should not be included in the count of regular or occasional-service volunteers as defined above.

As outlined above, the Workload Data section specifies a minimum number of volunteers and a minimum number of hours of service to be contributed per year. The number of volunteers was determined by analyzing the data obtained from the Volunteer Services Quarterly Report forms and the VISTA volunteer reports for a period of one year. The number of hours of service was estimated from the same reports using the following computations:
37 weeks per year x 3.5 hours per week x X-number of volunteers per year

Thirty-seven weeks per year was estimated as opposed to 52 weeks because new programs would require approximately 15 weeks of program planning, developing procedures and orienting staff.

1979 to expedite the hiring of volunteer service positions and volunteer program justification. The plan requires a local welfare department requesting a volunteer service position to submit its own plan as to how it will utilize volunteers in its programs and the number of hours they would be used. Their proposal must be in accordance with the guidelines developed by the committee (see box).

There has been a great deal of support for these guidelines from local departments across the state. They are regarded as a flexible, reasonable way to expedite the hiring of volunteer services staff. Local agencies no longer are forced to choose between direct service staff and volunteer services, or to justify a position under the program support category as previously imposed under the caseload standards study.

Competition still remains for the allocation of local money in the hiring of new staff. The local jurisdiction is required to match 20 percent on all positions. The development of these standards, however, has proven to be a viable way of encouraging the development of volunteer services, making agencies accountable for program development, providing a quantifiable way to measure the needs of volunteer services, and for monitoring staff productivity.

III. POSITION JUSTIFICATION

In order to accomplish the standards set forth in Section II—Workload Data, an agency must submit a plan justifying the need for a volunteer services position. This plan should address the following concerns:

A. State the reasons for requesting a volunteer services position.
B. Describe how staff and clients will be involved in planning the volunteer program.
C. Will the position represent 100%, 75%, 50% or 25% of total staff time? This position will be a restricted position for the period of one year. At the end of the year, the Bureau of Personnel and the State Coordinator of Volunteer Services will make a determination on continuation of this position based on fulfillment of the following criteria:

Program Components	Time Frame
A. Orient and train staff on the use of volunteers	1st Quarter
B. Needs assessment:	1st Quarter
1. Identify gaps in service delivery.	
2. Determine where volunteers will be most effective.	
3. Identify sources available in the community to support volunteer programs.	
C. Develop job descriptions:	Continuous
1. Develop based on needs identified.	
2. As new needs are identified, develop new job descriptions.	
D. Develop resources for your program management:	1st Quarter
1. Include plans for volunteer supervision, record-keeping, space, telephone usage, scheduling, and clerical assistance, as appropriate	
2. Develop procedures for recruiting and screening potential volunteers.	
3. Develop procedures for program monitoring.	
E. Recruit, screen, and select potential.	2nd-4th Qtrs.
F. Provide orientation and training for volunteers.	2nd-4th Qtrs.
G. Program monitoring.	2nd-4th Qtrs.
H. Recognize volunteers and staff who work with volunteers.	4th Quarter

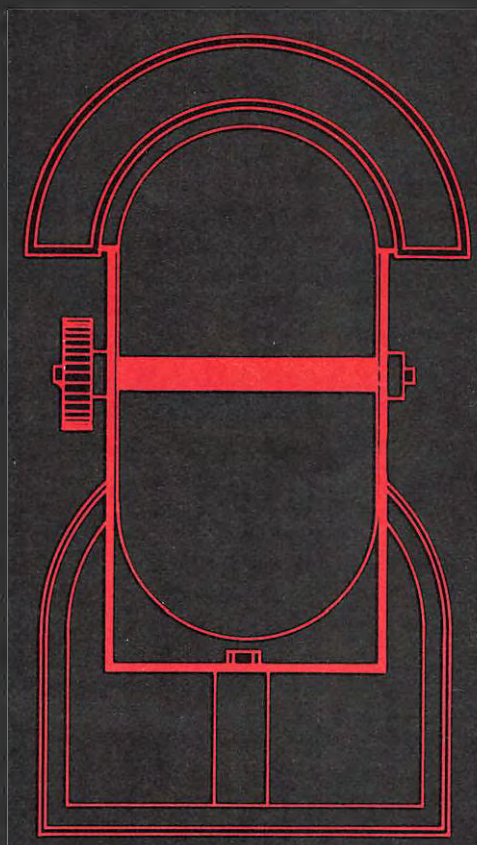
Section III requires localities to submit a plan justifying the need for a volunteer services position and the fulfillment of certain criteria.

IV. REPORTING REQUIREMENTS

At the conclusion of one year's operation, the local agency shall submit a report to the State Coordinator of Volunteer Services and to the Bureau of Personnel. This report should include the following items:

A. An unduplicated count of the number of volunteers providing service.
B. Total number of hours volunteers contributed, distinguishing between both regular-service and occasional-service volunteers.
C. Total number of clients served by the volunteer program.
D. A description of the procedures instituted in managing the volunteer program.
E. A description of problems encountered in the implementation of the program and the steps taken to correct these problems.
F. Documentation of the percentage of time the new volunteer services position spent on each aspect of the program.

Section IV outlines the data that should be included in the final report.



Volunteers and the Rise of Public Broadcasting

The Volunteer Leader Interview with Phyllis Dennery, New Orleans, La.

LAST SPRING, PHYLLIS DENNery came to Washington, D.C., to receive one of six National Volunteer Activist Awards for initiating passage of a volunteer-related amendment to the 1978 Public Telecommunications Financing Act. That moment crowned a 20-year volunteer career in public broadcasting.

Dennery's involvement began in the days when public television was known as educational TV and WYES-TV in New Orleans was the only station in the state of Louisiana. Over the years, her commitment deepened as the realm of public broadcasting—and its vital corps of volunteers—grew at a rapid pace.

First a board member of WYES-TV in New Orleans, Dennery became an officer, then chairwoman. She became active in Teleboosters when the station's volunteers organized that group in the late '60s, and has served on their board since 1973. Other board memberships took her outside New Orleans, and eventually outside the state—Friends of Louisiana Public Broadcasting, Louisiana Educational Television Authority, National Friends for Public Broadcasting, National Citizens' Committee for Public Television, and the Public Broadcasting Service.

So the time was right in 1977 when her husband Moise—a public service volunteer in his own right—over breakfast one morning asked why her volunteer work couldn't be credited as a "gift-in-kind" to the local public broadcasting station. After all, it was not a new notion—the Head Start program was allowed to have volunteer services qualify for matching funds.

That challenge set her on a course of research, telephoning and personal contacts that took her from one coast to another. Eighteen months later, what had come to be known as the "Dennery Amendment" was passed unanimously by both the House and Senate.

Specifically, the amendment calls for applying an hourly pay scale to a volunteer's time served at a public radio or television station. The station may consider the cash value of the time as a contribution and apply it to its accumulated income necessary to obtain federal matching funds at the rate of $1 for every $2 on the station's books.

Dennery will be the first to say she did not do this by herself—the amendment had the support of friends in Congress and public broadcasting volunteers across the country. She had the support of her husband Moise. She tells how the amendment came to pass in our third Volunteer Leader Interview. In a way, it is a story of the growth and importance of volunteer involvement in public broadcasting.

You must have been quite familiar with the concept of public broadcasting to urge passage of a volunteer amendment by the U.S. Congress. How did you get involved?

Twenty years ago, the mayor of New Orleans named me to the board of the public library after I had formed an organization called Friends of the New Orleans Public Library. You might wonder what that had to do with public broadcasting. Well, back then, it was known as educational television. Our local station needed a representative of the public library to sit on its board. But nobody on the library board had time to serve. So they said to me, "OK, you're the baby of the board, *you* be our representative." Little did I know it was to become practically a career for me.

What kind of jobs in public broadcasting did you volunteer for?

I started out initiating membership drives for the station. Dues were $2 in those days [around 1958]. Several years later, I headed up a capital funds campaign for a second studio for the television station. By good fortune, I went to the right person for advice as to how to go about this. This gentleman ended up writing WYES-TV a check for the entire amount needed. In 1967, as chairwoman of the board, I launched the station's first auction. We raised $135,000, which just about wiped out the station's deficit at that time. Since then, we have raised almost $5 million.

The auction marked the real beginning of the volunteer effort at the station. It was the volunteers who put WYES on the map. They had done little things like the membership drives or sweeping out the studio. They were so enthusiastic about the service public broadcasting was providing viewers they formed their own volunteer organization called Teleboosters. In other cities, they're "Friends," "Fans," "Women's Councils."

Teleboosters increased the amount of volunteer services at the station. I made up a list of about 54 different jobs, including fundraising, ascertainment of community needs to help determine the type of programming we should provide, etc. They could add up to 100 jobs at different stations. The number of people who volunteer each year is enormous. Just for the annual auction we have almost 2,000 volunteers. They do everything except work the cameras and control room.

Your involvement with public broadcasting gradually branched out to the national level, right?

Yes, one thing seemed to lead to another. While I was chairing the board of the New Orleans station, I became concerned that Louisiana did not have a state network [more than one station]. I persuaded my husband Moise, who knows a great deal about the law and has always been an active volunteer, to work on an act that would create a state authority. And he did. He wrote the law and walked it through the state legislature. The governor named him to the board and he was the first to chair the Louisiana Educational Television Authority. When he retired from that position, the governor named me to replace him.

As a member of the state board, I was their representative to the Public Broadcasting Service (PBS). In June 1977, I was elected to the PBS board. Now I'm their national chairwoman of volunteers.

Let's go back to the breakfast table—where the idea for a volunteer amendment was born.

OK. One morning over breakfast Moise said to me, "With all the time you give to public broadcasting, why can't that be considered a gift-in-kind? After all, if I write a contract and donate my services for doing it, that's considered a gift-in-kind."

Well, I thought that was a spectacular idea. But then he said, "Don't get so excited. Don't you know that it's specifically prohibited?" And I said, "Don't be ridiculous." That night he brought the law home and showed me the provision of the Telecommunications Act, which defined personal services as gifts-in-kind "except for the personal services of volunteers."

Neither of us knew why that provision was in there. So I showed it to Lindy Boggs, our congresswoman (D-La.) and a personal friend. She had her staff research why that clause had been included. They could find nothing in the history of any one of the acts, year by year, since the first act in 1962 to indicate why volunteers were specifically excluded.

That seemed to open the door for me. Not only did I have to get the phrase excluding volunteers deleted, but I had to have inserted, *"including the personal services of volunteers."* So actually it was a two-part action.

How did you go about getting the legislation changed?

It helped to have been active in political circles. I've always been on committees to elect people running for office. And when you have something so easy to explain, such as volunteer hours being considered for matching funds, there's no problem in doing it. Of course, I had to do my research, and check it out with the experts.

So, when I went to Washington to talk to members of the House Subcommittee on Communications, I checked in with Lindy Boggs to let her know what I was doing. She was most helpful. Her staff would often make appointments for me. To contact Congressman Van Deerlin (D-Calif.), who was chairman of the subcommittee, I flew out to San Francisco where he was making a speech to a public radio meeting. I had a conference with him and asked if he would support that kind of amendment. He agreed to say something about it in his speech, but wouldn't commit himself to approving it. But he referred to it as the Dennery Amendment, which was rather exciting, because usually an amendment to a bill is named after the member of Congress who introduces it.

Soon after that I received a phone call from Congressman Gore, Jr. (D-Tenn.). He said, "I don't know if you know I'm a member of the Subcommittee on Communications, but I would like the honor of introducing your amendment."

I went to Lindy Boggs, who had agreed to introduce the amendment on the floor of the House. She said, "That's the most wonderful thing, because of course if it can come through as part of the subcommittee-recommended bill, it's much better than waiting til the end when they're ready to vote on it and introduce a last-minute amendment. By all means I relinquish the honor of presenting it."

Then, a staff member of Representative Gore named Ken Jost called and asked if I'd be willing to come to Washington to work with them on background. By then I had done a lot of research myself.

Did you go to Washington?

Oh, yes. I started by calling on members of the House who sat on the subcommittee. The briefing with Representative Gore and members of his staff took about three sessions. When the subcommittee was in session and something was coming up, sometimes I went every week for three weeks, then it might be six weeks before I went again. I never added up how many times I went to Washington.

I met with every member or staff of the House subcommittee individually. For the Senate, in some cases, I got some university presidents around the country to introduce me to their senators. I thought it was better to come from their district. I was always careful to let the district or state people know I was going to talk to their legislator, although once I slipped. So people are very nice to say I did it alone, but of course I didn't do it alone.

I got to know the staffs of both the House and Senate committees. They wouldn't tell me if they would recommend the amendment. Thirty-six hours before the House subcommittee voted on the bill, after I had finished my work that day, I felt I had about a 16 to 7 vote in favor of the Dennery Amendment. I was having dinner with a group of broadcasting people where I learned that all of a sudden enormous opposition had appeared from outside the subcommittee and that all of my support had disintegrated.

How did this happen?

I think some people knowledgeable in how the Hill functions waited until the day before the vote. They based their opposition on a reason, which to my way of thinking had no validity because it was based on false assumptions. They were concerned that if volunteer services were counted for matching funds, it might decrease the amount of actual money stations had as income. This was because more stations would be eligible to receive federal funds, which could make the pot smaller for each station. What they didn't consider was the potential $20 million in additional matching funds that volunteer services could have added to the pot in one year. If perchance more stations were eligible, there still would be more money.

With so little time left, what did or could you do?

I was very human. I had been working on this for over a year. I went back to the hotel and just dissolved. Then I called my husband, who had been most supportive of what I was doing. He'd constantly given me ideas so I could keep moving forward.

Anyway, he pulled me back together over the phone. He said, "You just have to start over again in the morning." I told him I only had 24 hours, and he said, "You can't do any more than you can do. Pick out the key people. Let's go over the list."

I thought I ought to call on staff and the chairman first, then maybe the people I knew positively were supportive of it. Then I thought I ought to check with Congressman Gore's office to let him know what I'd heard.

So the next day I walked those halls. Somehow I arranged to see people.

Obviously, your efforts paid off.

I was in the room when they voted. All the members of that subcommittee knew I was looking at them when they voted. The vote was unanimous. Some of the staff people were kind enough to say that it was my last ditch perseverance that made it unanimous.

What about the Senate? Did you have to start all over with the members of its committee?

I was so exhausted trying to get it passed in the House, that I thought once that's finished, I'll turn my attention to the Senate. However, I didn't realize it was coming up in committee the next week. I hadn't even made plans for it to be introduced. So that's why it was introduced on the floor of the Senate by Senator Bennett Johnston (D-La.), instead of by a member of the committee. And Senator Hollings (D-S.C.), who was chairman of the Subcommittee on Communications, wouldn't commit himself. He wanted more information—how would it be done? Who would be responsible for it? How would you determine which volunteer jobs were acceptable and what value would be attached to them?

So, on the Senate floor, it was agreed that the amendment would be referred to the Corporation for Public Broadcasting, who would do a study and submit it to the Government Accounting Office.

Was that the end of it?

No, since the Senate bill did not have the amendment tacked on to it as the House version did, the bill had to go to conference. I was there with about 20 other visitors. It passed unanimously once again, and I just can't describe the reaction I had. Incredible elation. It had been a long journey.

Readers Speak Out on Mass Media's Portrayal of Volunteers

In the last issue of VAL, *Susan Ellis wrote a Communications Workshop column on "The Mass Media Image of Volunteers." At the end of her article, we asked readers to send us clippings or a note describing other image examples they had seen on TV, in the movies, a magazine or newspaper. As a result of the response, we are able to begin the dialogue in this issue. We hope to run more letters and clippings in future issues as an ongoing reminder of how others see us.*

Carol Gerstein, Community Education Specialist, Westchester Association for Retarded Citizens, White Plains, New York:

I enjoyed Susan Ellis's article about the mass media image of volunteers in your fall issue and agree most wholeheartedly with her sense of frustration over comic commercials and TV shows that portray volunteers in a foolish and inaccurate way.

I think it's important, however, to make a distinction between the kinds of programs that portray volunteers in an inaccurate manner and movies like "Coming Home" that I believe make an honest attempt to show a volunteer situation in a realistic way. I disagree with Ms. Ellis's perception that Jane Fonda was "assignmentless and not much help to anyone."

I think one very important aspect of a volunteer's role is the ability to act as an advocate in the community for the agencies served. If you will recall, this is exactly what happened when the character portrayed by Ms. Fonda, appalled by the conditions she encountered at the Veterans Hospital where she was a volunteer, struggled to improve things by soliciting help from other servicemen's wives. That she was unsuccessful in no way diminishes her efforts to make a difference.

The fact that as Ms. Ellis notes, Jane Fonda desired to become a volunteer at the Veterans Hospital "to fill her lonely days" is not a cause for denigration. All volunteers have needs and all volunteer jobs are designed to fill needs. Who is to say whether the person who takes a volunteer position to gain insight into possible career development has a more important reason for volunteering than the person who is lonely and needs to fill her days.

Marylee Boyd, Director of Volunteer Services, Ohio Valley Medical Center, Wheeling, West Virginia.

Caught the premier of "House Calls" on CBS on December 17. The portrayal of an insipid, dumb, do-gooder volunteer did not help us at all.

SMALL SOCIETY

The tensions between mother and daughter are almost unbearable when Cheryl Ladd (r.) visits daughter Nicole Eggert (l.) in a child crisis center while volunteer worker Judy Keirn (center) looks on in "When She Was Bad . . .," the ABC Sunday Night Movie last November 25.

Frances M. Gitelman, Director, Volunteer Services, Jewish Home and Hospital for Aged, New York, N.Y.:

WCBS-TV in the New York metropolitan area should be congratulated for a sensitive tribute to the elderly volunteers at The Jewish Home and Hospital for Aged in Manhattan. "Real Life," a program dedicated to what's great and marvelous about New York and its people, devoted one segment of its opening show to these volunteers and the quiet dignity and warmth they bring to our residents.

The average age of the residents is 87; the average age of the volunteers is 75. We have 80 RSVP volunteers, the oldest of whom is 89. Their hours at The Home are staggering! Our residents rely on them and they, the sustainers, are sustained by the work they do here.

Although the pitch at the end of the show by host Huell Howser was for this facility, it was easy to picture someone sitting at home, watching, saying, "Look at the fun those volunteers have. I must do that some place, too." We hope that happened!

You're right! We need more such shows to help people answer for themselves the question, "What are you doing the rest of your life?" TV is the best medium to communicate to the public that their needs can meet ours and *be* met by ours.

Marian Fielder, Assistant Chief, Office of Citizen Involvement, Texas Department of Human Resources, Austin, Texas:

In response to Sue Ellis's article on the mass media image of volunteers, I want to point out the excellent portrayal of a volunteer in "When She Was Bad" starring Cheryl Ladd.

This was a movie on child abuse with a very atypical volunteer (in the traditional sense). She was the crucial person in changing the behavior of the abusive parent (portrayed by Cheryl Ladd). She was real and there when needed. I hope it was clear that she was a volunteer, although it was stated only once. The role she played closely followed that of volunteers in parent aide programs.

The station and producer (whom I do not remember) should be commended for this program. It got very mixed reviews. Our local reviewer liked it, but it had already been panned by a national reviewer. Evidently the viewing audience was very low. It was suggested this was due to serious subject matter which the public is not interested in viewing. Also, it was competing with another popular film, "Oh God" (John Denver and George Burns).

by Brickman

Planning for National Volunteer Week

April 20-26, 1980

MILLIONS OF VOLUNTEERS CONTRIBUTE THEIR time and energies every year to the betterment of our communities and our nation. For the most part, this is a quiet, behind-the-scenes effort that receives little community-wide or national recognition. Sponsored by VOLUNTEER, National Volunteer Week is a means of focusing attention on this invaluable activity by honoring our volunteers through local, state and national celebrations. In effect, it is a promotional and public relations effort that offers a unique opportunity to recognize your volunteers publicly and to recruit more volunteers for your program.

To help you plan for this special time of year, we present material written by Steven Beasley and distributed by the National Center for Voluntary Action (now VOLUNTEER) when a joint congressional resolution and presidential proclamation launched National Volunteer Week in 1974.

TO PLAN FOR A VOLUNTEER WEEK OBSERVANCE, people must organize themselves and determine a course of action. They must develop an outline of purpose, a plan and a schedule of activities; deadlines must be established and met, and assignments made. This is the initial composite step needed to begin weaving together the interrelated fabric of any successful undertaking.

A steering committee should be formed before anything can be done. It should be composed of three to five or more members, depending on the minimum number of people necessary to get the job done. However, it will be wise to bear the old adage in mind: "Too many cooks spoil the broth!"

Membership of your steering committee should be as carefully planned as that of your board of directors. Experience, influence and contacts are essential. Members should be people who can be relied upon to work hard and produce concrete results, for this project will involve a good deal of time and conscientious attention. Ideally, these people should be able to draw upon their many contacts and have vocations that can be useful in furthering your organization's Volunteer Week program. Certainly, volunteer-involving agency and organization decision-makers should be included, as well as business, communications and governmental leaders.

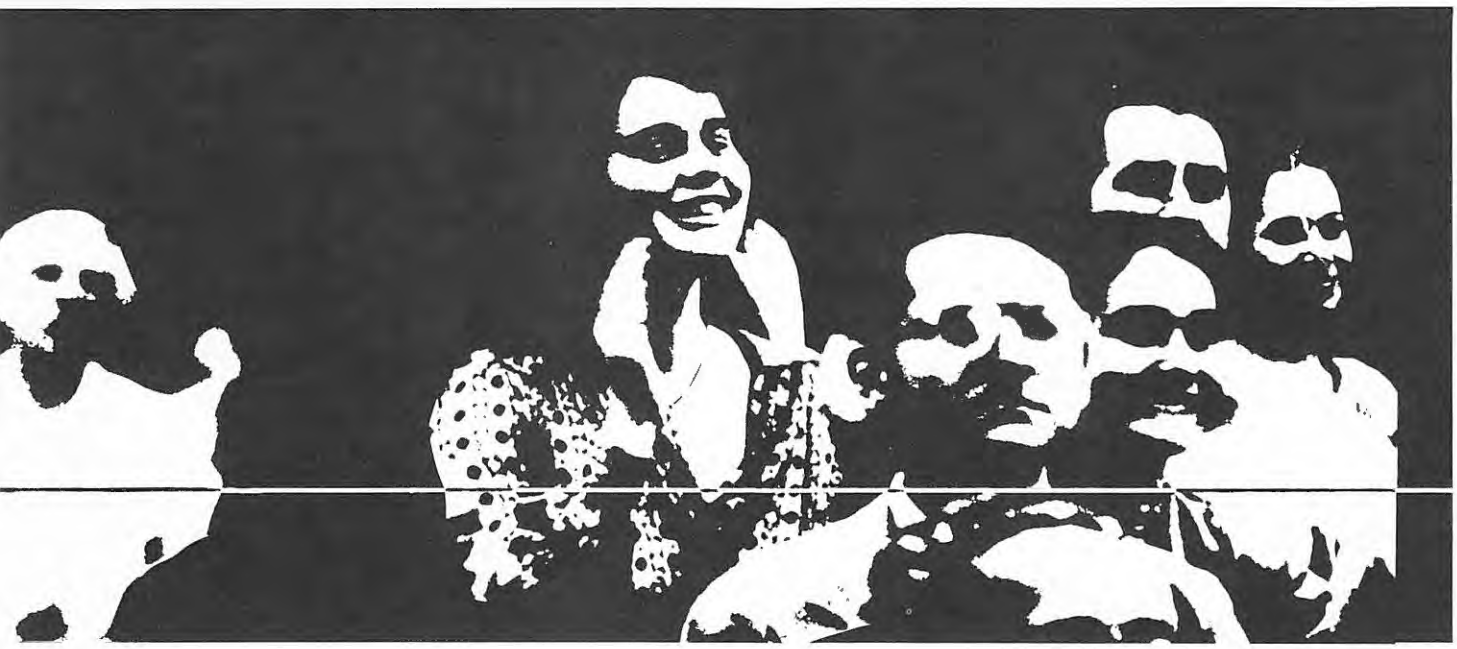
The steering committee must decide, among other things, the theme for its local Volunteer Week (the national theme this year is "Volunteers—Our Greatest Natural Resource"), the nature of the special events and their scheduling, and any budgetary considerations that may arise.

The committee also will make subcommittee assignments as needed to put the plan into effective operations. A point to remember in controlling the size of your steering committee: Not all members of subcommittees must be members of the steering committee; not all subcommittee chairpersons need be members of the steering committee, although they will be in close touch.

Subcommittees should be responsible for such tasks as site selection (deciding where events will be held and arranging for this), decorations, publicity, awards and presentations, program details, etc. Include in each subcommittee assignment a deadline for its work, as well as dates for progress reports to the steering committee.

Publicity, possibly the most important subcommittee assignment, is the essence of a successful community-wide observance of any kind. The public must be kept informed if it is to respond. Do you know all of the mass communication media serving your area? Do you know the editors and news directors of all newspapers and radio and television stations serving your community? You'd better.

And don't overlook local house organs and newsletters published by clubs, associations, churches, schools and industry. Some companies make it a special point to run articles on special volunteer interests in which their employees are involved. In addition, some radio stations feature Men and/or Women of the Day. During Volunteer Week, try to get



your local stations to feature a Volunteer of the Day.

In preparation for your publicity program, develop "hard" information—facts—about your volunteers and the volunteer opportunities available in your area. Include such details as how many volunteers are currently engaged locally, how many hours they contribute, kinds of services they provide and for whom, age ranges, names of agencies using volunteers and details on how to become a volunteer.

The folks who write news stories also like "soft" data. They call it the "human interest angle," and there's plenty of that where volunteering is concerned. Almost every volunteer has a personal story to tell. Try to see that it is told.

When preparing both hard and soft information for news and feature writers, remember your adjectives and use them freely. For instance, the volunteer is *dedicated* ... *trained* ... *compassionate* ... *committed* ... *generous* ... *able* ... *willing* ... *concerned* ... etc. (Get out your thesaurus!) Adjectives add definitive emphasis to word "pictures."

Other attention getters can supplement and reinforce the effect of the publicity you achieve through the news media.

Outdoor signs. There is one guiding axiom in the nonprofit services "industry": NEVER BUY ANYTHING IF YOU CAN GET IT FREE! Concentrate on obtaining free or public service space and time, supplemented where possible by commercial sponsorships. Hotels and motels, and many commercial establishments as well, have outdoor signs. Many are donated from time to time for special announcements. Get on this bandwagon—and don't forget about firms that use those moving-message electric signs.

There are also signs on taxicabs, buses and trucks. Contact all outdoor and transit advertisers in your area about using their space to carry your national/local Volunteer Week message.

Displays. Use your collective ingenuity to devise places for displays. Store windows are customary, but there are also hotel and motel, bank, library and hospital lobbies; schools, auto showrooms, supermarkets, office buildings, and even City Hall.

Do your local airport and/or bus and railway stations have space where a display might be set up? Look into these possibilities.

When developing displays, try to show volunteers in action using photographs and pictures as much as possible. (There's truth to the old saying that a picture is worth a thousand words!) Also use uniformed mannequins, appropriate equipment and, whenever possible, try to include racks for volunteer-oriented literature distribution.

Window display designers employed by firms that use window displays may be of help to you. You might be able to convince their employers to donate their services for development of out-of-store displays. One way to attract employer interest in this might be to offer to give them credit for their assistance in an obvious place in the display. Most firms are keenly aware of the value of a positive community-interest image.

Proclamations. Encourage your local mayor or city manager to issue a proclamation announcing the National Volunteer Week observance in your community. This is an excellent publicity opportunity, an event the paper and broadcast media will pick up. And city officials rarely pass up a chance for some constructive personal publicity. Also, this could be a good way to announce your planned Volunteer Week program to the public.

Mass mailings. Utilities, banks, and most businesses regularly mail statements and bills to large numbers of people. If you ask them, they might agree to include a "stuffer" carrying news of National Volunteer Week, as well as your local message. In addition, do not overlook the possibility of using the message space on metered mail. You could develop something simple like "Be a Volunteer," or "National Volunteer Week, April 20-26." Or whatever best suits your purpose. See your chamber of commerce about this. It might be able to help you influence businesses who use this form of postage.

Create a speakers bureau, if you don't already have one. Schedule talks before clubs and organizations. These

include business and civic groups, church and social clubs, PTAs and others. Their program chairpersons are always on the lookout for speakers. You can do each other a favor.

Awards and citations are an especially important part of Volunteer Week. People who have volunteered and worked anonymously during the year really appreciate being recognized, though they may claim otherwise. Choose a local Volunteer of the Year, with runner-up winners representing each local volunteer agency, organization or group. This is good for publicity, good for the volunteer, and good for your recruitment program.

Or, to broaden the scope of your recognition program, consider naming a Volunteer of the Day for each day during Volunteer Week. One of these seven people would be your organization's Volunteer of the Year. Encourage your local print and broadcast media to report this each day—as part of your recognition program, and to build interest in who will be named the big winner at ceremonies capping off the observance.

Schools can effectively recognize student volunteers if you will help by providing names to be announced during school assemblies or in school newspapers or both. Also be sure to include what the student does as a volunteer. And make this information available to your local news reporting media. It's good feature material.

The awards presentation should be the highlight of your Volunteer Week program. Everything should lead up to it. You will want to devote careful attention to how and where it will be conducted—at a banquet or dinner-dance, a reception, a recognition tea, a morning coffee hour, a brunch, or during a city council meeting.

Timing will be important. Site selection will be important. Invitations will be important; include an RSVP so you can plan accordingly. If you want to include a speaker on your program, be sure to select one early, to get his or her confirmation. Good speakers are scheduled well in advance. For a program of this sort, don't overlook public representatives such as state and United States members of Congress, state governors, your mayor or city manager, community leaders. The more important the speaker, the more attention the news media is likely to give your event.

These have been just some of the points to consider when planning your National Volunteer Week observance. There are many others. But none will be of any value unless they are properly organized within a concise planning schedule. I suggest your steering committee be organized and assembled as soon as possible. Then, armed with the ideas offered here as a start, members should engage in a good, old-fashioned brainstorming session. You'll be surprised by the number of excellent ideas that will emerge.

A Suggested Local Volunteer Week Program

APRIL

20	**Sunday**	Kick-off day. Special newspaper features, which will continue throughout the week. Radio and television coverage, which also will continue throughout the week. First Volunteer of the Day announcement. Religious sermons devoted to volunteering; church bulletin inserts.
21	**Monday**	Displays and signs ready at all locations. Mayor's proclamation and publicity photo of mayor with assembled local Volunteer of the Year finalists.
22	**Tuesday**	Possible open house tours of voluntary agencies and volunteer-involving organizations. Perhaps an idea-sharing seminar attended by representatives of all local voluntary and volunteer-using agencies and organizations.
23	**Wednesday**	Announcement of local Volunteer of the Year.
24	**Thursday**	Recognition of outstanding student volunteers in school assemblies and with special feature treatment by local news media.
25	**Friday**	Special recruitment program; citizens offered chance to sign up at strategically located points throughout the city—in bank lobbies, at their places of business, etc.
26	**Saturday**	Finale—the special event, such as a banquet or reception, at which citations and awards are presented.

The VAL Index for 1979

This index to Voluntary Action Leadership *lists every article that appeared in each quarterly issue (winter, spring, summer and fall) of 1979.*

The index is organized by title (then author, department, issue and page number) in chronological order under the following categories: (Note: Book reviews are listed by book title in italics.)

Back copies of VAL, *except the summer 1978 issue, are available for $2 from Voluntary Action Leadership, PO Box 4179, Boulder, CO 80306.*

Books

Helpful Companion Pieces

By Stephen H. McCurley

A PLANNING GUIDE FOR VOLUNTARY HUMAN SERVICE DELIVERY AGENCIES. Stephen M. Drezner and William B. McCurdy. Family Service Association of America, 44 E. 23rd St., New York, NY 10010, 1979. 203 pp. $11.95.

PROGRAM EVALUATION. A CONCEPTUAL TOOL KIT FOR HUMAN SERVICE DELIVERY MANAGERS. William B. McCurdy. Family Service Association of America, 44 E. 23rd St., New York, NY 10010, 1979. 59 pp. $4.50.

The Drezner and McCurdy book on program planning is my candidate for the annual truth-in-writing award. I have a bias toward what I'm getting into—whether a book, a lecture, or whatever. Given that propensity, I can't fail to be impressed by any book's introduction that is roughly divided into two parts: What This Book Is, and What This Book Is Not.

In general, what it is, is very impressive, very organized and very useful. Derived from a project of the Family Service Association of America and 60 local child and family service organizations, *A Planning Guide* is a clear and honest explanation of one method of rationally selecting the course of an organization. It doesn't represent itself as the only method of planning; in fact, it offers some alternatives in the appendices. The authors encourage creative thinking on the part of participants by occasionally suggesting areas where they might want to diverge from the plan.

The format is extremely easy to follow, and the language and descriptions are straightforward without being simplistic. Essentially, the book systematically draws one through the planning process, from solicitation of community input, to goal selection, to resource assessment, to program description and evaluation. It quite carefully, and practically, suggests means to reaching decisions at each stage.

Two features of the book are very helpful in this process. One of the few things I remember from college is a statement from a logic text by a man named Halberstadt to the effect: "Think, then, in terms of logical, not of mathematical, operations, and when in doubt, draw diagrams." Drezner and McCurdy may have read the same book, since they make extensive use of diagrams, charts and schematics. The favorite is labeled simply "Basic Chart," which presents an overview of the entire planning process and is repeated three times throughout the book.

The second helpful element is the creation of a hypothetical Goose Bay Family Service Association for use as an example of a planning organization. Immeasurable clarity is added to the dry categories of the theory by the presence of a ready example drawn from the immediate concerns of mundane existence. Goose Bay provides a coherent means of constantly relating the abstract to reality.

In essence, if you're willing to undertake a serious attempt at agency planning, this book will help you do it.

McCurdy's book on program evaluation presents a slightly different approach. It is not really a "how-to-do-it" manual for would-be evaluators. Although it contains many of the required steps for program evaluation (with appropriate methods and examples), it does not purport to give step-by-step instruction for the evaluation process. Nevertheless, the book is perhaps equally useful, as it presents a somewhat theoretical explanation of what is meant and implied at different stages of the evaluation process.

McCurdy attempts to direct the reader toward doing the kind of thinking and asking the kind of questions that will produce not just a formally correct evaluation procedure, but also will lead to a meaningful result. Inasmuch as evaluation is an inherently subjective process in many cases, the above approach forces the would-be evaluator to identify clearly his/her assumptions as s/he goes along and injects a slightly greater note of reality into the process than might otherwise be there.

As an overview of the evaluation process, McCurdy's book is both helpful and interesting.

Steve McCurley is the whimsical editor of Volunteering, *VOLUNTEER's bi-monthly newsletter on volunteer-related legislation and advocacy.*

STANDARDS AND GUIDELINES FOR THE FIELD OF VOLUNTEERISM. Edited by Ann Jacobson. Association of Volunteer Bureaus, 1979. 32 pp. $7.50. Available from Volunteer Readership, PO Box 1807, Boulder, CO 80306.

By Diana M. Lewis

If you are looking to be entertained or caught up in the drama of people-helping-people, this is not the publication for you. BUT—if working with volunteers is what you do on a day-to-day basis, *Standards and Guidelines for the Field of Volunteerism* offers concrete suggestions to achieve that broad, ever-present management criteria called accountability.

Until now, the spectrum of volunteer organizations in the human services

field never had been examined closely for those common and unique elements that create success in meeting program goals effectively. A task force of the Alliance for Volunteerism chaired by the Association of Volunteer Bureaus chose to undertake such an effort. It brought together a diverse group of professionals from the field, utilizing resource materials from an impressive collection of contributors. The result is a tribute to the spirit of cooperation which exists in the field of volunteerism.

The specific standards that evolved from this collaborative effort are first put into perspective through an introduction which:

- Makes a case for standards. ("If volunteers are to be an integral part of an overall operation of an organization, there is a responsibility to assist and maintain standards to protect the client, the organization, and the individual volunteer.")
- Describes different organizational frameworks to which standards should apply:

—Central volunteer coordinating bodies, including Voluntary Action Centers and Volunteer Bureaus who must be clear in identifying the rights and responsibilities of volunteers, of the organization with which the volunteers are associated, and of the people assisted by the volunteer effort.

—Public or private agencies, with services primarily provided by staff and volunteer services as a department or division, where program requires strong administrative support for program direction, and staff should be well oriented to the meaningful and effective involvement of volunteers.

—Agencies with services primarily provided by volunteers, such as informal or formal associations devoted to a special interest, project or cause.

—Volunteer membership organizations, such as the Association of Junior Leagues, the National Council of Jewish Women, or the JAYCEES, who need to clearly state exactly what volunteers and the program are to accomplish.

- Points out the importance of program development—i.e., effective volunteer service requires effective planning.
- Recognizes different volunteer roles—i.e., direct service, indirect service, administrative, policymaking, and advocacy.
- Examines volunteers' rights and responsibilities developed to ensure mutual respect and desire to cooperate in meeting designated needs.
- Develops awareness of the potential for advocacy and the influencing of public policy on the part of volunteer organizations.

Given the need for good management practices, standards and guidelines that follow "represent the level of performance of a given service which the community *expects* and is *willing to support and accept*." That statement of required accountability to the general public is sufficient rationale for considering standards as an integral part of any agency, organization or program. It leads into the meat of the publication, the "how-to" of achieving good standards.

The material is divided into two parts—those standards and guidelines that apply to the organization and its administrative function and those that apply to its program components—both sets very critical and necessarily interdependent.

Part one, the standards and guidelines for organization and administration, covers organizational framework, staff (paid and unpaid), facilities and financial management. Each topic includes a basic, concise list of guidelines that should be considered for achieving the optimum support system essential to good programming.

Part two, the standards and guidelines for program components, has a similar format, including extensive lists appropriate to the areas of resource information, recordkeeping, job descriptions, recruitment, interviewing, selections and placement, follow-up, orientation and training, supervision, evaluation, motivation and career development. This section obviously received careful attention as evidenced by one of the guidelines under interviewing: "Appropriate forms should be completed *by/for* potential volunteers," supporting the philosophy that inability to read or write should not prevent an individual from participating in his/her community.

One of the values of this publication lies in those specific statements that apply to the achievement of standards. Many of the suggestions will have a

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Diana Lewis, a resident of New Orleans, La., is a member of the executive committee and board of VOLUNTEER. She also serves on the boards of several local and national social service organizations.

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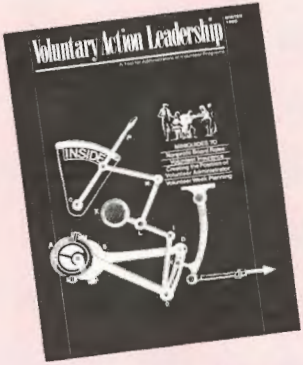

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familiar ring to those working in the field. Now the many scattered pieces have been brought together, however, in a single document. A second value of *Standards and Guidelines* is its applicability not only to the very broad spectrum of citizen involvement that exists in this country, but also to the diverse structures through which that citizen involvement happens. As a result, the authors emphasize flexibility, stressing that each guideline may not be necessary or relevant to a specific organization or program.

Standards and Guidelines can be viewed as a challenge to volunteerism by some very knowledgeable and talented individuals for organization and documentation in a field that has been somewhat sporadic in its accountability efforts. It is a challenge that should be heeded not only by volunteer administrators, but also by executive directors of volunteer-involving agencies. If citizen involvement is to continue and grow, executive directors must take responsibility for the quality of that involvement, which is achievable through the institution of such guidelines as those advocated in this document.

Wide dissemination of the information included in *Standards and Guidelines* can only increase the effectiveness of voluntary efforts on the part of citizens striving to solve ever-present human problems.

EXECUTIVE HANDBOOK FOR NONPROFIT CORPORATIONS. Donald C. Carner, Executive's Company, PO Box 15307, Long Beach, CA 90815, 1973. 290 pp. $19.95.

By Dorothy Birnham

Donald Carner has put together a readable book to help solve problems that have plagued executive directors, administrators and presidents of nonprofit organizations for a long time. The book is based on Carner's premise that "the realization is spreading that executive ability is just as essential to the successful conduct of a nonprofit organization as it is to a commercial enterprise despite the fact that the objectives of the two types of organizations differ."

One of Carner's objectives is to focus attention on the vital aspects of management in tax-exempt organizations—and his book contains many sound examples of applying the principles of management.

Many executives, for instance, have piles of reading material that they don't know how to keep up with. Quoting Francis Bacon ("Some books are to be tasted, others to be swallowed, and some few to be chewed and digested"), Carner offers a "five-step" method to make reading more productive.

Many nonprofit agencies persistently are faced with high employee turnover. In fact, it is not at all surprising to have a turnover rate in excess of 60 percent. To correct this problem, Carner gives us a simple checklist to be used by those persons who must deal directly with employees. Utilizing this checklist with a method of awareness, such problems he believes can be minimized. Without oversimplifying, he shows how a problem might be solved in a variety of ways. Referring to real organizations, he briefly describes how they have dealt with specific problems.

Explanations of various tax-deductible contributions and their benefits are explained in detail. These include gifts of property, bequests, deferred gifts, tax-sheltered gifts, life income and annuity campaigns.

One chapter covers all phases of "executive compensations," in which Carner makes an interesting observation. He states "that executives in the not-for-profit service-oriented segment of the economy are accustomed to thinking primarily of others, and perhaps are not as aggressive as their counterparts in profit-motivated corporations." Some of his suggestions undoubtedly will be known to the reader, although others will be real eye-openers.

The book's table of contents as well as its index is set up so the reader may easily refer back to the areas s/he wants to.

Although there is no formal bibliography or source reference, Carner refers to books, reports and authorities in the field throughout his book. His findings are on solid grounds with excellent back-up.

Dorothy Birnham is the director of the Voluntary Action Center of Suffolk in Smithtown, New York.

Tool Box

Compiled by
Laurie A. Bernhardt

The Board Membership Process. Institute for Voluntary Organizations, 123 N. Jefferson, Chicago, IL 60606. 1979. 24 pp. $3.50.

Provides a step-by-step approach to attracting and maintaining board members for voluntary organizations. Charts, illustrations, sample forms included.

Committee Commissions for a Voluntary Board of Directors. Institute for Voluntary Organizations, 123 N. Jefferson, Chicago, IL 60606. 1979. 17 pp. $2.50.

Outlines the role of committee commissions in the operation of an organization's voluntary governing board of directors. Explains the need for such commissions and examples of their use. Charts and sample memorandums.

Funding for Social Change, Vol. 1. (How to Become an Employer and Gain Tax Exempt Status. Stella Alvo and Kate Shackford. Funding for Social Change, 175 W. 92nd St., New York, NY 10025. 1979. 37 pp. $3.50. Bulk rates available.

An aid for organizations in understanding IRS regulations about nonprofit status, lobbying, fundraising, organizational purposes and goals, paid staff and withholding taxes, and more. Two major sections deal with gaining tax exemption and becoming an employer.

Planning Effective Programs. Sally Knox Sprague and Jayne M. Becker. New Ventures, 90 Sonia St., Oakland, CA 94618. August 1979. 54 pp. $4.50.

A step-by-step guide to organizing conferences, workshops, panels and seminars. Topics addressed include planning a budget, selecting speakers, choosing a site, handling publicity, planning for registration, and hospitality needs. Includes timetables, illustrations, samples and checklists.

Training Volunteers in Community Education. Newton Community Schools, c/o Davis School, 492 Waltham St., West Newton, MA 02165. 1979. 44 pp. $4.00 ($3.35 when ordering 100 or more copies).

The manual outlines the Newton Community School's approach to providing training for volunteers who plan, initiate, implement, manage and monitor all of the school's programs.

Conserve Neighborhoods. National Trust for Historic Preservation, 1785 Massachusetts Ave., NW, Washington, DC 20036. Bimonthly 8-12 p. newsletter. Free to nonprofits. $2.50/yr for individuals, schools, libraries and public agencies.

A self-help newsletter designed to provide basic and practical advice to neighborhood organizations. Topics covered have included fundraising, public relations, community events, rehabilitation, preservation, government programs, and more. Articles often list additional information sources and contact persons. Special four-page supplements bave included a "Bibliography for Neighborhood Leaders" and a guide to useful government programs.

The 1979-80 Host Directory. Rehabilitation/WORLD, Rehabilitation International USA, 20 West 40th St., New York, NY 10018. 1979. 16 pp. Free outside U.S., $1.50 within U.S. ($1.00 for orders of 10 or more).

A directory listing 298 rehabilitation facilities in the U.S. that welcome foreign and American professional visitors. Provides such information as name and address of the institution, size of facility, contact person, major orientation, and availability of accommodations for rehabilitation physicians and other related professions planning visits to tbis country.

Planning, for a Change: A Citizen's Guide to Creative Planning and Program Development. Duane Dale and Nancy Mitiguy. The Citizen Involvement Training Project, 138 Hasbrouck, University of Massachusetts, Amherst, MA 01003. 1978. 88 pp. $5.00.

Assists community groups in planning and developing strategies by providing specific methods in easy-to-follow exercise format. Areas covered include analysis, generating program ideas, decision-making, implementing and evaluating. Case histories, discussion questions, and annotated bibliography included.

Power: A Repossession Manual: Organizing Strategies for Citizens. Greg Specter. The Citizen Involvement Training Project, 138 Hasbrouck, University of Massachusetts, Amherst, MA 01003, 1978. 121 pp. $5.00.

Compares six different approaches to community organizing. Outlines steps necessary to organize successfully for power. Case histories, illustrations, and annotated bibliography included.

How to Make Citizen Involvement Work: Strategies for Developing Clout. Duane Dale. The Citizen Involvement Training Project, 138 Hasbrouck, University of Massachusetts, Amherst, MA 01003. 1978. 92 pp. $5.00.

An action guide to more effective citizen participation written for citizen group members and leaders. Part I provides a history of citizen involvement activities and explores possibilities for the future. Part II includes a planning guide, a checklist, and possible strategies for improving a group's influence. Annotated bibliography.

We Interrupt This Program ... A Citizen's Guide to Using the Media for Social Change. Robbie Gordon. The Citizen Involvement Training Project, 138 Hasbrouck, University of Massachusetts, Amherst, MA 01003. 1978. 117 pp. $5.00.

Provides information on such topics as rights of public access to the media, planning media campaigns, how to write press releases, who owns the media, and using technology as a community organizing tool. Includes list of resources.

CCD/Media Access Manual. Paul Pennich. Citizens for Community Development, 1408 N. Kingshighway, St. Louis, MO 63113. 1978. 28 pp. $2.00.

Provides general information and planning strategies for community organizations in obtaining access to the media.

Taping it Together. Bob Matorian. The Media Project, Urban Planning Aid, Inc., 120 Boylston St., Boston, MA 02116. 1978. 83 pp. $1.75.

A manual for community groups that explains the function and how to use the video equipment available to them. Illustrations.

Getting Uncle Sam to Enforce Your Civil Rights. Mary Elizabeth Hartley. Publications Division, U.S. Commission on Civil Rights, Washington, DC 20425. May 1979. 44 pp. Free.

Based on a 1968 Commission pamphlet, the booklet explains how and where to file complaints regarding civil rights violations. Lists appropriate department names and addresses. Where applicable, listed by state or region.

Your Rights When You're Young. Maxine Phillips. New Reader Press, Publishing Division of Lauhach Literacy International, Box 131, Syracuse, NY 13210. 1979. 96 pp. $2.25.

Intended for minors, this book informs them of their legal rights with regard to family, community, police and the courts. Appendices list each state's laws on adulthood and marriage, driving, buying alcohol, school and medical treatment. Bibliography included.

New Readers Press 1979-80 Catalog. New Readers Press, Division of Laubach Literacy International, Box 131, Syracuse, NY 13210. August 1979. 31 pp. Free.

An annotated listing of the New Reader Press publications available. Materials are intended for adults and teenagers with limited reading skills. Order form included.

CWLA 1979 Publications. Child Welfare League of America, Inc., 67 Irving Place, New York, NY 10003. March 1979. 24 pp. Free.

An annotated catalog of the organization's publications available in 1979. Order forms included.

How to Become a Volunteer Public Speaker for Child Abuse Prevention. Diane Kreiman. Child Abuse Prevention Speaker's Bureau, 656 154th St., Dolton, IL 60419. 1979. 20 pp. $5.50.

A step-by-step approach to organizing a child abuse prevention speakers group. Outlines basic information in all areas from forming a board, holding seminars for speakers, and the steps to preparing and presenting a speech.

The Older Person's Handbook. Susan Lob, Marian Sroge, and Michael Cala. Mutual Aid Project, 17 Murray St., 4th fl., New York, NY 10007. 1978. 93 pp. $3.00.

Provides ideas, models, and sources of technical support for community residents and groups interested in developing neighborhood self-help projects that enable older adults to play major roles in community life. Activities discussed include projects in the areas of self protection, consumer education, cooperatives, and urban gardening.

Readers' Advisor

Readers Need Your Help

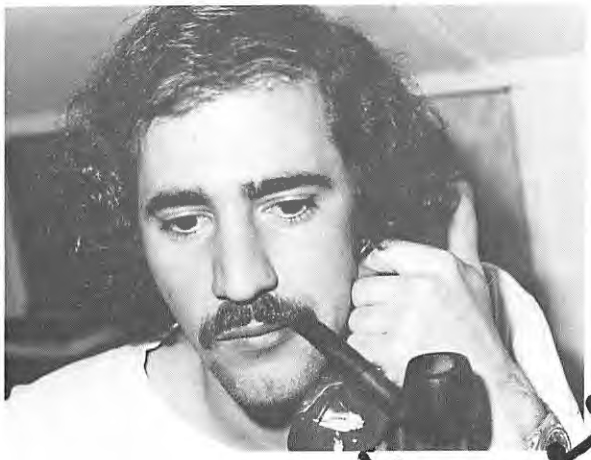
Recruitment Skits—Still Seeking

A reader in West Virginia is still awaiting your response to her appeal for volunteer skit ideas. She wants to use it as an aide in recruiting volunteers for a variety of programs, including budget counseling, Friendly Visitors, Big Brothers/Big Sisters.

Suggestions

On active listening training (fall 1979, p. 44):

CRM/McGraw-Hill Films has a new color film out on this subject. Entitled "The Power of Listening," the film defines the active listening technique and shows how it affects total communication.



Even though it is geared toward the office worker, its content can be applied to the volunteer worker as well. It shows that good listening is a skill that can be taught, and illustrates the various obstacles to good listening: preconceived notions about what is being said, the tendency to daydream or be distracted, resistance to the "passive" role of listener, and "blocking" of messages due to a negative emotional reaction.

In the film, organizational specialist Dr. Anthony Alessandra conducts his seminar on listening awareness, in which such exercises as identification of emotionally charged words and paraphrasing of a speaker's words are demonstrated.

*Available in either 16mm or videocassette, "The Power of Listening" can be bought ($475) or rented ($46 for up to four days; $92 up to two weeks). A leader's guide comes with the film. Contact CRM/McGraw-Hill Films, Del Mar, CA 92014, (714) 453-5000.—**J. Dale Chastain, Director of Special Projects, Joint Action in Community Service, Washington, D.C.***

If you have a question or answer for the Readers' Advisor column, send it to the Editor, Voluntary Action Leadership, 1214 16th St., NW, Washington, DC 20036.

As I See It

(Continued from p. 2)

our country (housing, employment, education, etc.) has increased public frustration, fear and a loss of faith in leadership. Citizens must be reintroduced to constructive and meaningful participation in decision-making/problem-solving processes and program implementation in their own communities. They must be trained to sustain citizen participation and to design and implement new local citizen participation programs. Structures and funding for continued citizen participation must be firmly established.

The continued growth in and expansion of the volunteer community indicates that voluntary agencies and organizations need to take a serious look at their programs and services; and how the broadened horizons of volunteering affect the way in which they deliver services to the community. They can become both model and agent for effective citizen participation. How?

Voluntary agencies must continue the task of setting and enforcing standards, training staff and volunteers, developing ways to equip agencies to employ volunteers effectively to impart the human service delivery system. They can support those citizen initiatives where the most good is being accomplished, nurturing and using good techniques of planning, measurement and evaluation to make sure that both financial and volunteer investment in an area continues its work effectively.

They can encourage incentive funding of citizen initiatives that effectively meet community needs. They can help make funds available to citizen efforts for successful innovative projects when documentation shows that crime is decreasing, the needy are receiving benefits, the aging are cared for, children are reading, citizens are becoming self-sufficient, etc. Encouraging discretionary funding and other incentives would serve on the one hand as a powerful stimulant to improve social profitability and on the other as a disincentive to penalize mediocrity.

They can use multidisciplinary planning and strive for cooperation and coordination in the planning process. This means more communication and exchange between the various voluntary agencies working with local citizens. They can develop outreach services to help develop local resources structures.

In effect, they must help citizens realize their capacities and energies by increasing their understanding, skills and community spirit. What people can do for themselves is more important than what government can do for them. When local citizens are awakened and galvanized into action, genuine hope is in their grasp. Thus, it is not the leader who builds a new community, but people who are inspired to do so.

If the efforts of voluntary organizations remain on a surface level, they cannot long endure. Through citizen participation, it is possible to enable people to work through for themselves adequate functional community life. This should be the aim of agencies: to equip citizens, through opportunities for citizen participation and volunteer service, to transform their communities.

TOWN MEETING: MISSISSIPPI, SPONsored by the Office of Citizen Participation and the Institute of Cultural Affairs, has proven to be a successful citizen participation model. Since October 1978, more than 10,000 Mississippians have participated in 251 town meetings through which they have worked together to improve the quality of life in their towns. They have planned libraries, built fire stations, acquired additional doctors, developed community organizations, built and improved parks, planned and staffed recreational centers, established regular and on-going town meetings, provided transportation for seniors by raising money to purchase a bus, acquired a building for a health center, incorporated communities, held community festivals and built town halls.

Town Meeting: Mississippi is aimed directly at one of this state's most crucial problems—that of limited local citizen activity in the decision making/problem-solving processes about matters concerning their local communities and neighborhoods. It is a three-hour community event in which local citizens meet together to discuss the challenges facing their community and to create practical proposals to deal with those challenges. During the meeting a song, story and symbol are created to celebrate the town's past, present and future. The meeting closes with participants reporting their proposals and singing their song while a booklet is distributed containing the town meeting's agenda. Participants leave the meeting with a sense of what they think and do has an effect on the future of their community.

Town meetings give a cross-section of a community a chance to talk together. They serve as a regenerative force, as an alternative to alienation, as a means of enhancing human dignity, nurturing hope and enabling others to see possibilities.

Since as a rule people at the local level don't get together regularly, no one knows what the community consensus is or what ideas people have. Town Meeting gives permission to local groups, agencies and governing bodies to move on the expressed consensus.

The Town Meeting has stimulated a quickening of local responsibility and a revitalization of democracy at the roots in Mississippi. There is a deeper commitment on the part of leadership in the communities toward undertaking new proposals. The Town Meeting is giving those plans clear and positive directions. Through Town Meetings, for example, utility companies are responding to the need to speak on the energy crisis. Each town where meetings are held is writing at least one energy proposal. A new confidence is becoming apparent on the part of small and rural communities of what they think is possible.

In closing, if there are answers—and there are—to the American dream of finding solutions to society's problems, the basic approach must be one of bringing together massive citizen resources—material and human—to coincide with massive human needs.

Letters

Firing Volunteers—Job Description Helps

Is it possible to fire a volunteer (fall 1979 *VAL* feature)? Of course! However, most social service agencies fail even to consider the possibility of doing so because they do not understand the true authority relationship that exists between the agency and its volunteers.

Most agency executives and volunteer supervisors perceive authority as only being legitimized by the payment of a monetary salary that may be withheld as the ultimate expression of the exercise of authority. Since volunteers are not paid in the form of a monetary salary, many agency executives fail to exercise equivalent jurisdiction over volunteer workers, i.e., if an individual is not being paid, how can he/she possibly be terminated?

This whole problem can be avoided by careful planning prior to volunteer recruitment. Agencies need to plan for volunteers as nonpaid staff. If this approach is taken, specific volunteer roles will be designed and reduced to specific written volunteer job descriptions. Volunteer positions need to be well thought out so that the jobs being developed will complement and support the work of the paid staff. This is most easily accomplished by using a written job description.

Written volunteer job descriptions should clearly define the role, specific duties and expectations of each volunteer position. Further, the descriptions should state the minimum acceptable qualifications, required training and supervision to be received. If this information is contained in the job description, it them becomes possible to "hire" qualified volunteers for each specific volunteer slot in the same manner that individuals are hired for paid positions in the organization. This process normally would include a formal application by the applicant volunteer followed by an interview and an evaluation in relation to the requirements of the position as stated in the job description.

When this process is used, the volunteer has a certain understanding of what the agency expects, and the agency has a better possibility of recruiting a volunteer who will be able to fulfill a specific need. Unfortunately, as is also the case with paid staff members, all individuals do not always perform at an acceptable level of competency. When this occurs, the volunteer job description may be used effectively to counsel with the volunteer on the requirements of the volunteer position. After such an effort, if the volunteer continues in an unsatisfactory manner, he/she must be terminated for failure to meet the job responsibilities as outlined in the job description.

Failure to terminate an unsatisfactory volunteer will only result in greater problems at a later date if the volunteer is allowed to continue. Obviously, failure to perform adequately is not tolerated among paid staff. It also should not be tolerated amongst the nonpaid volunteer staff. Hence, volunteers *can* and *should* be fired when they fail to perform in an acceptable manner the specific duties and responsibilities required of them.

—John H. Cauley, Jr.
Associate Director—Campaign
Capital Area United Way
Lansing, Michigan

Reexamine Tax/Funding Structures

I read Joyce Black's article, "The Four 'Isms' (Voluntarism, Pluralism, Volunteerism and Privatism) and Their Effect on the Voluntary Sector," in the summer *VAL* and wish to express my support for her effort to redefine the relationship between government and independent service organizations.

Our society is built like a three-legged stool, with private enterprise, government and independent service organizations sharing equal responsibility for its well-being. To the extent that the independents either cannot or will not fulfill their roles, the stool becomes unbalanced in favor of government. Current taxing and funding structures exacerbate this imbalance.

I believe that the time has come where a reexamination of these structures would be supported by both government and business. Government is recognizing its limitations, and business has as its self-interest a weaker role for government in the whole socio-economic fabric of America.

—Paul L. Kendall
Vice President
Properties Management
YMCA of Greater New York

(Note: Mr. Kendall's letter expresses his personal viewpoint, which has not been endorsed by the YMCA of Greater New York.)

Dear Reader,

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Thank you,

Steve Kelley

Circulation Manager

Volunteering
is reaching out your hand
into the darkness
and pulling another's hand back into the light
then finding out
it's your own.

Marc Simmons

POSTER

You may reproduce this camera-ready art for your volunteer-related publicity purposes.

Calendar 80

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

Mar. 17-19 **Long Beach, Miss.:** *Frontiers Gulfcoast II*
A national conference for volunteer leadership sponsored by VOLUNTEER and the Mississippi Governor's office of Volunteer Services. Workshops, issues sessions and how-to sessions will cover such topics as training volunteers, evaluation, planning, tax and legislative issues, recruitment techniques, expanding your volunteer base, and more.
Fee: $113 (includes room and board) or $73 (registration and materials only)
Contact: Nita Moots Kincaid, VOLUNTEER, PO Box 4179, Boulder, CO 80306, (303) 447-0492.

Mar. 25-28 **Lake Arrowhead, Calif.:** *Conference for Administrators and Directors of Volunteer Programs*
Theme: "Decade of Decision—Choices and Challenges." Under direction of Dr. Eva Schindler-Rainman, new concepts in program planning and designing will be introduced. Skills building and practice sessions will prepare participants for meeting challenges in management, professional development and human involvement. Two units of university credit given upon request.
Fee: $250 (includes room and board)
Contact: Eleanor Wasson, Coordinator, 615 San Lorenzo, Santa Monica, CA 90402, (213) 454-3355.

April 1-3 **Hickory Corners, Mich.:** *Frontiers Midwest II*
A national conference for volunteer leadership sponsored by VOLUNTEER, Volunteer Services of Greater Kalamazoo and the Michigan Association of Volunteer Administrators. See description for March 17-19.
Fee: $140 (includes room and board) or $70 (registration and materials)
Contact: Nita Moots Kincaid, VOLUNTEER, PO Box 4179, Boulder, CO 80306, (303) 447-0492.

May 8-9 **Boston, Mass.:** *Seminar 2, Survival Skills for Managers*
For experienced volunteer leaders to help provide skills and understanding necessary to promote agency and staff growth. Marlene Wilson will conduct workshops on using power, negotiating change, creativity, time management, marketing your cause.
Contact: Center for Conferences and Management/Technical Programs, Div. of Continuing Education, University of Colorado, Boulder, CO 80302, (303) 492-5141.

May 18-22 **Estes Park, Colo.:** *National Volunteer Conference*
"Frontiers for the '80s" is the theme of this annual national meeting of volunteer leaders in every discipline. Will examine citizen involvement and the role of volunteerism in the coming decade.
Contact: Nita Moots Kincaid, VOLUNTEER, PO Box 4179, Boulder, CO 80306, (303) 447-0492.

July 21-24 **Pawling, N.Y.:** *National Religious Volunteering Conference*
The first national gathering of religious volunteer leaders to discuss mutual concerns and interests.
Contact: Nita Moots Kincaid, VOLUNTEER, PO Box 4179, Boulder, CO 80306, (303) 447-0492.

Oct. 12-15 **Minneapolis, Minn.:** *AVA/AVAAVB National Conference*
A joint conference of the Association for Volunteer Administration, Association of Voluntary Action Scholars, and the Association of Volunteer Bureaus, designed for volunteer leaders and directors and voluntary scholars in the U.S. and Canada.
contact: Laura Lee Geraghty, Conference Chairperson, c/o Governor's Office of Volunteer Services, 130 State Capitol, St. Paul, MN 55155, (612) 296-4731.

Oct. 12-15 **Minneapolis, Minn.:** *National Forum on Volunteers in Criminal Justice*
Sponsored by the National Association of Volunteers in Criminal Justice, this annual meeting will be held in conjunction with the AVA/AVAS/AVB national conference. Content to be determined.
Contact: Dick Hodgkins, Director, Volunteer Services, Hennepin County Court Services, A-506 Government Center, Minneapolis, MN 55487, (612) 827-6241.

VOLUNTEER: The National Center for Citizen Involvement
1214 16th Street, NW, Washington, DC 20036