

Voluntary Action Leadership

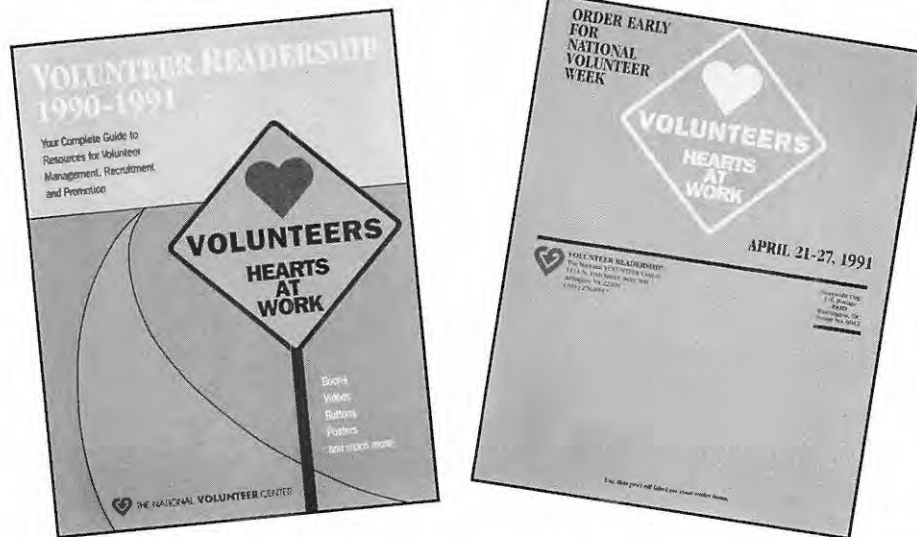
FALL 1990



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Many other gifts contain popular slogans from previous years, such as "Volunteers Shine On" and "Volunteers — Our Greatest Natural Resource."

The other half of the catalog contains listings of books available through VOLUNTEER — including the newest, most popular and important books related to volunteering, volunteer administration, boards of directors and personal development.

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Voluntary Action Leadership

FALL 1990

Published by The National VOLUNTEER Center

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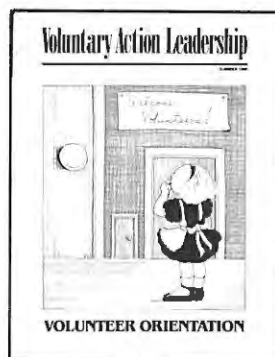
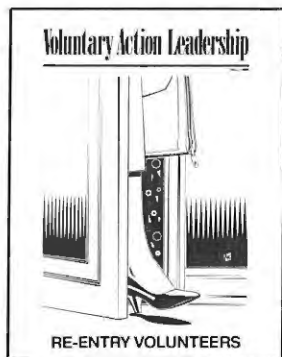
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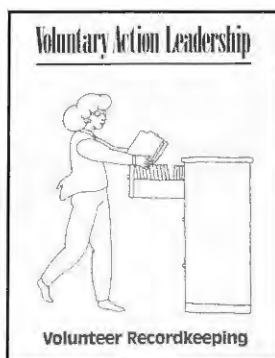
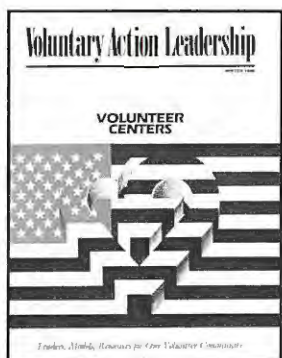
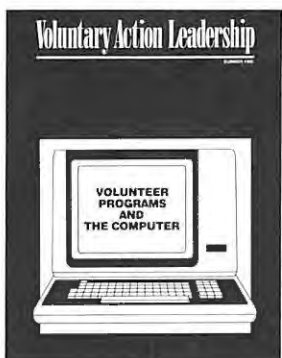
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The Best **VALue** . . .



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for
Administrators
of
Volunteer
Programs**



Voluntary Action Leadership

- News of innovative volunteer programs and leaders
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Voluntary Action

NEWS

What's Happening with Volunteering at the State Level

Compiled by Cindy Vizza

Here's a glance at what's happening at the state level based on a random sampling of interviews with directors of state offices on volunteerism:

■ **PennSERVE**—the state office in Pennsylvania is only two years old, but already has established itself as a leader in youth community service. According to Executive Director John Briscoe, "Community service is the Trojan horse of school reform because it is active, relevant learning."

One of PennSERVE's primary programs is to provide mini-grants of \$5,000 to schools to set up community service programs. PennSERVE works with more than 100 schools statewide, and five school districts require community service credit for graduation.

■ **The Governor's Office for Voluntary Service (GOVS)** in New York recently announced a new volunteer awareness and recruitment campaign to encourage New Yorkers to volunteer their time and talents in state and community-based agencies. The campaign was designed by Grey Advertising on a pro bono basis and features a toll-free telephone number (1-800-U-CAN-VOL) for people to call for information on a variety of volunteer opportunities.

Cindy Vizza serves as VAL's associate editor on a freelance basis.

GOVS Executive Director Joyce Black says the campaign is part of the Governor's Empire State Volunteer Initiative, which offers technical assistance to volunteer programs and helps develop new opportunities for citizen involvement in the activities of the state.

"One of our roles as a state office is to serve as a catalyst to bring different forces and factions together and to heighten awareness about government and public service," says Black. "This campaign helps bring together the citizens of New York, the nonprofit sector and government for the benefit of the whole community."

■ **The Minnesota Office on Volunteer Services (MOVS)**, since the mid-1980s, has been in the forefront of youth community service, and according to MOVS Director Laura Lee Geraghty, Minnesota is avant-garde in the movement.

"Our office is spearheading the governor's blue ribbon committee on mentoring and youth community service, and conducting public hearings to help shape public policy in this area," says Geraghty. "Whether or not youth community service legislation passes, we know that it will happen. We've been preparing local volunteer programs for youth volunteers for some time now and recently completed a series of training workshops for nonprofit and volun-

teer program leaders, youth and educators."

Last spring, MOVS published a white paper on youth community service as a sequel to its 1988 white paper, "Minnesota Youth Community Service—A Growing Movement." Its new publi-



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Too many people are reluctant to volunteer these days. They're afraid of being sued. Fortunately, many states have passed legislation to protect volunteers from personal liability lawsuits. But even more must be done. Nobody should be made to feel bad for doing good. It's time we speak out against lawsuit abuse. Start by sending for our free pamphlet, American Tort Reform Association, Dept. F, 1212 New York Avenue, NW, Washington, DC 20005.

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ABUSE!**
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picks up the tab?

This public service advertisement is one of several sponsored by the American Tort Reform Association advocating reforms needed in the U.S. civil justice system and a greater understanding of the consequences of a legal system that encourages lawsuits and high awards. This ad shows how tort reform can help volunteers.

cation, "Youth Community Service Bubbles Up All Over Minnesota," highlights some of the significant accomplishments and initiatives for Minnesota youth community service.

■ **The Virginia Department of Volunteerism (D.O.V.),** one of the oldest state offices in the nation, faces an uncertain future. In a speech addressing Virginia's financial situation, Governor Douglas Wilder said, "I will . . . consider recommending the elimination of the Department of Volunteerism, the Council on the Status of Women, and the Council on Indians. In doing so, however, I will also recommend that their most critical activities be assumed by other organizations."

Beth Hayes, D.O.V. director, says that there are no immediate plans to abolish the department, which was established by executive order in 1975. "D.O.V. training, activities and services will continue as usual for the present time," she says.

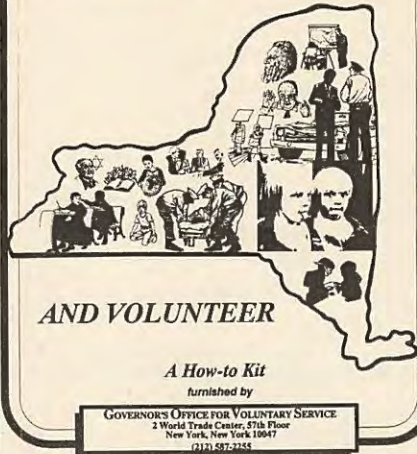
Results of D.O.V.'s latest survey of volunteerism within state government shows that volunteers in state agencies contributed services valued at more than \$14 million in fiscal year 1989 based on a response from 70 percent of state agencies. More than 60,500 volunteers contributed more than 1.4 million hours.

■ **The Arkansas Division of Volunteerism** helped start the first Volunteer Center in the state in Pulaski County with the help of the United Way in 1985. This year, Deputy Director Billie Ann Myers reports that five new Volunteer Centers are forming across the state and their goal is to add seven more Volunteer Centers next year. According to Myers, the division provides technical assistance, training and resource materials to each Volunteer Center.

"One of the newest Volunteer Centers will open in a shopping mall," says Myers, "and it plans to recruit students in the summer and elderly volunteers in the winter." That Volunteer Center will be a joint effort of the Retired Senior Volunteer Program (RSVP) and the United Way.

■ **The Ohio Office of Volunteerism** sponsors Call to Service, an intergenera-

Join the "Family of New York"



tional volunteer program that promotes and recognizes senior citizens who volunteer in schools and student volunteers who assist senior citizens in their communities. Rhonda Robinson, state director, sees intergenerational volunteering as their "biggest push" this year. "There's a real need to hook our elderly with youth," she says. "Governor [Richard] Celeste appointed a statewide Call to Service Council to promote this volunteer initiative."

Some of the types of intergenerational programs operating in Ohio include BABES (Beginning Alcohol and Addiction Basic Education Studies), a substance abuse prevention program in which seniors present puppet shows to elementary school students about the effects of alcohol and drugs; Yesteryear, a program for grade school students to build self-esteem, develop social skills and achieve pride in their heritage by learning forgotten arts and crafts taught by senior volunteers; and Computer Ease, a program that offers elderly citizens hands-on computer training taught by student volunteers.

Their statewide directory of intergenerational programs operating in schools and senior centers includes nearly 200 listings.

■ **The New Jersey Office of Volunteerism** is establishing four Volunteer Centers with a \$200,000 appropriation from the state. According to Director Patrice Connolly, the new Volunteer Centers will also receive a variety of support

from corporations, United Ways, social service organizations and Atlantic City casinos.

The Office of Volunteerism also distributed a new recruitment videotape targeting minorities and featuring television personality Roland Smith. Public Service Gas & Electric produced the videotape.

In Arkansas, Physicians, Dentists, Pharmacists Volunteer for 'Access to Care'

Needy Arkansans without health insurance can now call an 800 number and be referred to a volunteer primary care physician or dentist for non-emergency medical attention.

The formation of this unique, statewide system to provide free health care in Arkansas is a joint effort of the Arkansas Medical Society (AMS), Arkansas Hospital Association, Arkansas State Dental Association, Arkansas Pharmacists Association, Arkansas Association of Home Health Agencies, Arkansas Department of Health, and the Arkansas Department of Human Services.

Called "Access to Care," the program allows eligible recipients to register at a local office of the Department of Human Services. Referrals for non-emergency treatment are handled through telephone referrals to volunteer physicians and dentists. Pharmacists contribute services and provide a limited number of new prescriptions at cost.

Delivery of hospital services are determined by local hospitals working with the physicians on their medical staffs. Private home health care agencies and the Arkansas Department of Health are providing a limited number of visits.

According to Dr. James Weber, president of the Arkansas Medical Society, "This is the largest number of volunteers and the most comprehensive range of health care professionals and organizations banding together for this type of program in the nation.

"While physicians have always tended to the needy, today we are systemizing our approach, applying the technology of the telephone and the computer to bring these efforts into a formalized setting."

Approximately 200,000 people are estimated to be without health insurance in Arkansas. After the first year of operation, Access to Care had accepted more than 4,000 applications for a total of more than 9,000 enrollees in its program.

The Arkansas Health Care Access Foundation, Inc. operates the program for the state. The first year went smoothly, according to Program Director Pat Keller, who says, "We now have 1,483

health care providers who have volunteered for the program and 60 dentists will be joining the ranks this November.

"Because the program is done by telephone and computer, there is relatively no paperwork. In fact, our application to register for the program is only one page and case workers from the Department of Human Services take it with them during their regular visits." She notes that more public outreach is needed to register all the eligible people.

For more information, contact Pat Keller, Program Director, Arkansas Health Care Access Foundation, Inc., 10 Corporate Hill Drive, Suite 360, Little Rock, AR, 72215, (501) 221-3033.

—Cindy Vizza

"The deliveries to our clients are a highlight of their day," McIntire says. "The volunteers report that the pets are as happy to see them as the clients. Whenever the pets see the yellow plastic bags, they do flip-flops."

Meals on Wheels volunteers also aid elderly clients in pet care and bathing, and in the case of emergencies or death of the owner, the animal center provides care for the animals.

—Cindy Vizza

'If You Eat, You Qualify'

Volunteering to SHARE Food and Community Service

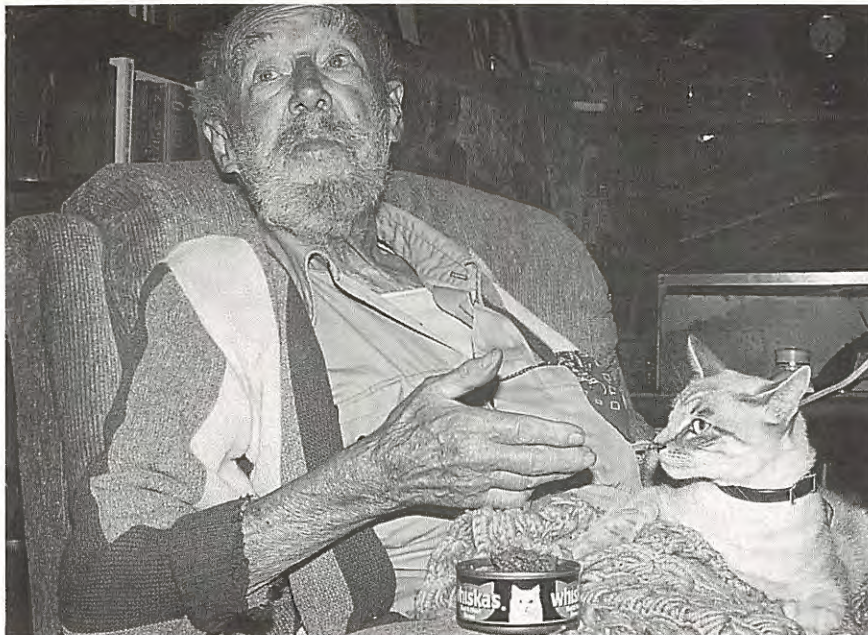
Meals on Wheels Feeds Pets, Too

When Meals on Wheels volunteer Marjorie Morse discovered that many of her clients were sharing their food with pets, she turned to the Helen Woodward Animal Center in Rancho Santa Fe, California, for help. That was six years ago, when Morse's late husband Mel was the director of the Center. Together they planned a program to sup-

plement Meals on Wheels deliveries with pet food care packets for dogs, cats and birds.

North Coast Meals on Wheels Volunteer Coordinator Connie McIntire worked with the animal center to identify the number and types of pets involved and to solicit donations of pet food.

Photo by Tracey Stotz



Cats are the favorite pet of the recipients of the North Coast Meals on Wheels program in Encinitas, California. Through a special arrangement with the Helen Woodward Animal Center, pets receive food and care packets along with regular deliveries to their owners.

Here's a program that addresses hunger and allows participants to share resources, time and talents to improve their community in the process: SHARE—Self-Help and Resource Exchange—is an independent, nonprofit, community development program operating in 18 regions in the United States, Mexico and Guatemala. SHARE exists to enable people to work together to meet one of their most profound needs: adequate nutrition and freedom from hunger.

The program is simple and anyone can participate. Participants pay \$13 and volunteer two hours of community service to receive about \$30 in groceries. The participants register at a local "host site" (churches, civic organizations, union halls, etc.), which also serves as the neighborhood center for distribution of the food and coordination of community service work. While some of the community service hours are used to package and distribute SHARE food, many hours are utilized by hospitals, scouting groups, libraries, schools and other organizations.

Last year, 8 million pounds of food per month were distributed in the United States, 1.6 million pounds per month in Mexico and nearly half a million pounds per month in Guatemala. In the United States, 195,000 families take part in the program each month.

According to founder Carl Shelton, "Our mission is to bring together the devotion, skills and energies of partici-

pants and volunteers in unity and service to each other and to their communities. We do this by providing food at a fraction of its cost to people who in turn are willing to identify concerns in their communities and to implement local, grass-roots self-help programs."

Shelton is a deacon in the Roman Catholic Church. In his earlier years he was a successful pharmaceutical company executive who decided to forgo his way of life to help make life better for others. He worked for a short while with Mother Teresa in Calcutta and returned to Southern California where he began the SHARE food program in Mexico and San Diego in 1983.

"The first necessity SHARE meets is food," says Shelton. "Then we seek to awaken a sense of unity in which neighbors can begin to help each other—to share themselves. Participants' achievements soon build and reinforce a solid sense of community, productivity, stability and self-worth."

Participants may purchase as many food packages as they want for \$13 and two hours of community service each. The food packages weigh about 30 pounds and are worth at least \$30. Nutritious foods included in every package are meat, fruit and vegetables, and staples such as beans, rice or pasta.

SHARE is able to provide a high value for each dollar because of bulk buying and centralized purchasing. Volume discounts and incremental price structures from food industry producers help as well. In addition, SHARE-USA arranges the transportation of the food to the affiliates' warehouses where it is packaged. Because many SHARE participants volunteer their community service hours to help repackage the food, labor costs are saved.

Community service takes many forms other than just helping in the SHARE program. Participants help each other as well. Sometimes volunteers help clean an elderly person's home or deliver meals to a disabled person. In Milwaukee, elderly participants knit mittens, hats and scarves for homeless people and lap robes for nursing home residents. Hampton Roads, Virginia, children volunteered to put school kits together for children in Guatemala and wrote letters in Spanish to their young friends.

In San Diego, participants use some



SHARE volunteers at work.

of the sturdy bulk food boxes and make layette sets for new mothers. After cleaning the wax-coated boxes, volunteers pad and line the "basinette" and sew a blanket and shirt for the baby.

According to SHARE-USA Director of Development Paulette Hardin, "Every participant has something to share with the community. The program relies heavily on volunteers and the people doing the community service gain so much from the experience."

SHARE-USA

SHARE-USA, headquartered in San Diego, helps new programs get started as divisions or activities of existing regional organizations in the United

States. Organizations wishing to sponsor SHARE-USA affiliates must submit a formal application for membership in the network. Once a formal membership agreement is accepted, sponsoring organizations operate under policies and procedures established by the overall World SHARE program.

New SHARE-USA affiliates raise start-up funds to equip and staff an office and warehouse, establish an inventory fund, and maintain the program until it becomes self-supporting. About \$150,000 is necessary to begin a program and within one to two years, most programs reach their break-even point.

The local business community has responded favorably to many SHARE



programs according to Paulette Hardin. "The program appeals to the sensibilities of the business community," Hardin says. "Once the program gets going, it continues to fund itself. Businesses view it as an investment in the community."

Five staff persons are required for the SHARE program: an executive director, two community organizers to recruit and manage the volunteer "host" organizations, an office manager that often serves as the volunteer coordinator, and a warehouse manager.

SHARE-USA provides training to new staff members in start-up opera-

tions, warehouse management, food distribution, media relations and community development. Training and coaching are offered during a new affiliate's first food bagging and distribution, and SHARE-USA provides training manuals, production timelines and other materials.

Workshops and information exchanges keep affiliates up-to-date on business and program management, and new products, services and ideas are shared among the network of affiliates.

Each regional program produces a monthly newspaper that includes articles about the community and SHARE

participants, listings of host organizations, dates for bagging and distribution days, a list of the food package contents, and recipes. Newspapers carry tag lines reading, "If you eat, you qualify," and "A Better Community, A Better World."

World SHARE

The international divisions of World SHARE currently operate in Mexico and Guatemala. While the goals for the program are the same as in the United States, the international participants, in addition to paying a small fee for a food package and volunteering in self-help projects, take part in nutrition, health and community education programs. Says Shelton, "These efforts enhance their ability to care for their families, improve their employment skills, and maintain their environment."

In the SHARE-Mexico program, volunteers coordinate many work and educational activities, including paving and drainage projects, installation of medical dispensaries, building parks, homes, schools, businesses and factories, and reforestation.

SHARE-Guatemala began operations in 1987 and community self-help projects include completing major projects such as drainage systems, street paving, parks and playgrounds, potable water systems, job creation, and water conservation and reforestation.

Both international programs offer education projects on family health and nutrition. A 40-hour course is offered to Mexican and Guatemalan participants to encourage healthier lifestyles. The goals of the program are "to decrease infant mortality; to enhance families' overall health; to lessen people's dependence on scarce, costly clinic support programs; and to foster responsible parenthood through basic moral values and natural, safe, effective spacing of children."

"Women and children are the cornerstone of our international program," says Hardin. "The education programs are an investment in their future."

Last year, more than 1,500 people in Guatemala and more than 3,000 people in Mexico completed the 40-hour education program.

For additional information contact World SHARE, 3350 "E" Street, San Diego, CA 92102, (619) 525-2200.

—Cindy Vizza

Youth Volunteer Corps: An Education Outside the Classroom

For many teenagers, summer vacation means sleeping-in, swimming pools and summer jobs. Last summer, hundreds of teens chose a different way to spend their leisure time: volunteering to help their communities.

The Youth Volunteer Corps (YVC) of America is a program that involves young people in community service projects. It is unique in its approach in several ways. First, YVC organizes teams of teens led by an older (college-aged) volunteer leader. Second, the teens are integrated both racially and socio-economically. And though considered a highly cost-effective program, YVC provides a key feature—transportation for the teens.

The Youth Volunteer Corps has three goals: (1) To provide meaningful public service to a community and to its residents, (2) to give young people the opportunity to do voluntary community service that is challenging, rewarding and educational, and (3) to help teenagers discover their community and the wide variety of people with whom they share it.

YVC Project Director David Battey explains that this volunteer program is designed to attract and keep teens involved by addressing their needs as well as the community's needs.

"One of the big, initial selling points for teens is the idea of working together with other volunteers as a group," he says. "Teens are real social animals—and team volunteering peaks their interest.

"What keeps them involved is the feeling of helping others and the fact that teens work on projects they're interested in. If it's a good project, the volunteers feel satisfaction from it as well as have fun."

Crystal Booker, a college freshman, has participated in the Kansas City, Missouri YVC since its inception in 1987. She attributes her involvement to her decision to pursue a degree in the communications field.

"One of the volunteer projects I was involved in was with a radio station at the Boys and Girls Club," she said. "I



These young people are part of a team which volunteers at a summer preschool program sponsored by a local school district. They assist with lunch, dance and art programs, physical education and tutoring.

consider my volunteer work an entrée to work from practical experience. Eventually I hope to work on the college radio station, too."

According to Battey, the Youth Volunteer Corps gains strength through the diversity of its volunteers who participate in summer and school-year programs. Recruited from inner cities, suburbs and rural areas, teams of teens work side-by-side on structured service projects like tutoring, historical renovation, coaching, providing assistance to the elderly and disabled, weatherization, and community awareness skits.

Youth Volunteer Corps programs are sponsored locally by nonprofit organizations such as Volunteer Centers, United Ways and YMCAs. Funding for local programs usually comes from a combination of foundations, corporations, individuals, the United Way and government grants. Each YVC is auton-

omous and locally controlled, though Youth Volunteer Corps of America developed program standards to ensure the consistency of program development and operation.

While each community program is slightly different, it usually consists of an intense summer program and short-term projects throughout the school year. Pat Cundiff, executive director of the Volunteer Center of Heart of America United Way in Kansas City, Missouri, has worked on the program since its inception. In 1987, there were 156 YVC volunteers who contributed some 12,812 hours of community service. In 1990, those numbers grew to 425 youth volunteers contributing over 25,680 hours of service.

"Possibly the single biggest headache as well as the key to the success of the program is transportation," says Cundiff. "Certainly it's a liability issue because we lease vans; however, we have volunteers sign insurance waivers and insurance coverage is provided through the United Way.

"We cover a two-state, five-county area, and providing transportation for the volunteers allows us to maintain the integrity of the program. Teens participate from highly affluent areas, rural communities and central cities."

In Spartanburg, South Carolina, YVA volunteers doubled in number from 45 in 1989 to 94 in 1990 with more than 8,000 hours of service contributed in an eight-week period. Joyce Yelverton, director of community resources for the United Way of the Piedmont, also attributes transportation as a key to the program's success.

"It's the first time that we were involved in a youth volunteer program," Yelverton said. "We attracted a lot of teens looking for something exciting and different to do during the summer and generated a favorable response from the nonprofit agencies as well."

In Spartanburg, the teens volunteered with children's programs ranging from a latch key program sponsored by the YMCA to child development centers. Judy Bishop is the project director for two centers that sponsored YVC programs last summer.

"In the classrooms and on the playground, the volunteers worked mostly one-to-one with the children," she said. "We benefited from the extra hands and



Representative of the diversity of YVC teams, this group works with Habitat for Humanity to build new homes in the inner city.

I think that the teens learned a lot about people who are different from them because many of our children are under protective services."

Pat Cundiff in Kansas City sees their YVC program taking a stronger approach to year-round volunteering.

"Since its inception, we've involved more than 700 youth in weekend projects and have been actively working with the agencies to develop weekend group projects," Cundiff said. "Volunteering and community service are important to students and schools. More and more public and parochial schools are asking for help with developing curriculum and teaching units."

Youth Volunteer Corps of America provides a number of services and assistance to its affiliates (see box), including promotional materials to help with teen recruitment. Bernstein Rein Advertising donated its talent to develop a rock video featuring "Head of the Class" star Brian Robbins, who asks, "Whatcha gonna do?" The recruitment video highlights youth involved with people in the community in activities that are meaningful and fun.

"You have to sell the idea of volunteering to teens by showing the benefits: meeting people, learning job skills, feel-

ing good about yourself," Battey says. "Our program concentrates on develop-

ing leadership skills, team work, and self-esteem through service. The summer projects are very focused, usually running for six weeks or two four-week sessions. Seeing the beginning and completion of a project is appealing to teens."

YVC was pioneered in Kansas City, Missouri, in the summer of 1987 by David Battey, who had designed the program as a part of his senior college thesis. He sold the program idea to his hometown Volunteer Center of the United Way and after a successful two years, Battey brought a replication proposal to Youth Service America (YSA) in Washington, D. C. As a result, the program began to go national.

Described as "one of the most potentially powerful generic youth corps models" by YSA Executive Director Roger Landrum, YVC project reports for the last two years show that over 100,000 youth service hours already have been volunteered by teens involved in YVA projects in Colorado Springs, Colorado; Harrisburg and Pittsburgh, Pennsylvania; Kansas City, Mis-



These young volunteers are part of a team assigned to a summer recreation program sponsored by a local community center.



YVC AFFILIATION

Youth Volunteer Corps affiliates are tied into a national network of program development expertise. Project coordinators have direct access to YVCA staff for technical and marketing assistance, and are encouraged to share ideas with other project coordinators.

As part of the affiliate agreement, YVCA will:

- Provide support and assistance at no charge in the following areas:
 - local funding for the program
 - project coordinator selection
 - project coordinator training
 - youth volunteer and team leader recruitment
 - team leader training
 - youth volunteer orientation
 - transportation
 - appropriate summer and school-year projects
 - effective linkages with schools
 - a reflection component
 - continuing program development and evaluation
- Provide excess health, liability and auto insurance for volunteers at cost
- Provide an operating manual with all necessary forms and guidelines for implementing a successful program
- Develop camera-ready artwork for recruitment materials ready for local tag lines
- Provide a youth volunteer recruitment video and public service announcements with room for local tag lines
- Provide a frequent network newsletter and develop other communication pieces
- Organize annual and/or regional conferences for adults and youth
- Provide start-up promotional materials
- Develop and make available additional promotional materials
- Provide savings through bulk printing and purchasing
- Seek national publicity for Youth Volunteer Service Corps programs and youth community service in general

souri; Spartanburg, South Carolina; Topeka, Kansas; and Vero Beach, Florida.

YVC recently received a \$1 million grant from the W.K. Kellogg Foundation to help expand the network of summer and school-year Youth Volunteer Corps

programs in 40 cities in the United States over the next four years. For information about starting a local YVC project, contact David Battey, Youth Volunteer Corps of America, 1080 Washington, Kansas City, MO 64105-2216, (816) 474-5761.

'UP WITH PEOPLE' CAST TAKES TIME OUT TO VOLUNTEER



The musical cast of "Up With People" is known widely for its traveling youth performers. Less well-known, however, is its community service component. A recent trip to Macon, Georgia, illustrates how this group spreads laughter throughout a community. With the help of Janet Frost, executive director of Volunteer Macon, the cast of 80 volunteered at a nursing home, played volleyball with inmates at a local prison and softball with Salvation Army residents, had a cook-out at a battered women's shelter, helped out at the Macon Boy's Club, planted trees and painted light poles for the city, and cleared trails and filled sand bags to prevent trail erosion at Ocmulgee National Park.

Research

IS/Gallup Survey Reveals Sharp Rises in Giving and Volunteering

From INDEPENDENT SECTOR

America may be entering a renaissance of philanthropy, according to a new INDEPENDENT SECTOR/Gallup survey released on October 16, with a new thrust in generosity by the so-called "Baby Boomers" playing a major role.

The study shows a new spirit of caring, evidenced by sharp increases in giving and volunteering among most segments of society, a growing positive attitude toward community service and a swelling majority of the baby boom generation giving time and money to charitable causes.

More than 98 million Americans, a dramatic 23 percent increase from 1987, volunteered their time and talent to charitable endeavors in 1989. The survey also found that 75 percent of American households are contributing to charitable causes. The average contribution of an American household is \$734, up 20 percent, after inflation, over two years ago.

"The dramatic increases in donating time and money among the baby boom generation is good news for today and may suggest even better news for the future as this very large population group assumes community responsibility," said INDEPENDENT SECTOR President Brian O'Connell. "Previous surveys indicated rather disappointing giving and volunteering by this group. These increases, plus the group's changing attitudes and values reflected in the study, make the picture for future giving and volunteering in this country very bright."

The INDEPENDENT SECTOR report, "Giving and Volunteering in the United

States," is the second in a series of studies to be conducted every two years, providing comprehensive information on trends and motivations in giving and volunteering.

The survey also recorded impressive increases in giving and volunteering among Blacks. Sixty-one percent (61%) of all Blacks surveyed contribute money to charitable organizations, up from 51 percent in 1987. Blacks also showed a marked increase in volunteering. Thirty-eight percent (38%) reported volunteering time in 1989, compared with 28 percent in 1987.

"Fortunately, at a time when needed most, giving and volunteering are up in almost all categories," said INDEPENDENT SECTOR Vice President for Research Virginia A. Hodgkinson. "If these encouraging trends continue, we truly can predict a renaissance of philanthropy in America." Hodgkinson pointed out that 86 percent (86%) of Americans ranging from 35 to 44 years of age contributed to charity, up nine percentage points from two years ago. Sixty-four percent (64%) of persons between the ages of 35 and 44 volunteered time, an increase of 10 percentage points over 1987.

The increases may have been affected in part by even more positive public attitudes toward charity. An overwhelming majority of respondents, 81 percent, agreed that charities are needed more today than in the past.

In a notable similarity to 1987, the new survey found that, overall, the less affluent are still more generous than the wealthy in terms of making monetary

sacrifices. In 1989, contributing households with incomes under \$10,000 gave 5.5 percent of their household income to charity. Those with incomes between \$50,000 and \$60,000 contributed 1.7 percent of their income; those between \$75,000 and \$100,000 contributed 3.2 percent; and those with household incomes of \$100,000 or more contributed 2.9 percent.

"Even though giving among the wealthy has increased from two years ago, that group cannot be described as generous," said O'Connell. "Many wealthy people are wonderfully generous and this raises the dollar average and caring profile of their population group, lending the impression that such generosity is routine for families with upper incomes. In fact most of America's well-to-do are not generous. In comparison to lower income families and, in contrast to their disposable income, most wealthy Americans have to be characterized as stingy. This economic group, which has benefited so much from our society and which owes so much to their communities, should be setting the standard by giving at least five percent of income to worthy causes and institutions," O'Connell said.

Other study findings include:

- Volunteer hours total 20.5 billion, with an impressive dollar value of \$170 billion. The 1988 study showed 19.5 billion hours with a dollar value of \$150 billion.
- People are likely to give and volunteer when directly asked. Eighty-seven percent (87%) of those asked to volunteer, volunteered.
- Volunteers contribute more money than nonvolunteers, and contributing households that also volunteer give a much higher percentage of their household income than households that do not volunteer. Volunteers gave 2.6 percent of their household income in 1989 compared with 1.1 percent of household income from nonvolunteers.
- The availability of the charitable deduction stimulates increased giving. Contributors who intended to itemize and claim a charitable deduction on their income tax gave 3.3 percent of their average household income, but only 1.4 percent if they did not intend to do so. These findings show that contributors give considerably more if they claim a charitable deduction.
- Religion plays a major role in charitable behavior. Those who give and volunteer regularly to their church or religious in-

stitution are the leaders in giving and volunteering to all causes. Eighty percent (80%) of those affiliated with a religious institution reported household contributions to charity and 59 percent volunteered.

■ A higher proportion of households from the Midwest reported contributions (82 percent) more than in the West or East (77 percent) or the South (65 percent). Contributions as a percentage of household income were highest in the West (3.1 percent) followed by the Midwest (2.7 percent), the South (2.5 percent), and the East (1.8 percent).

■ A higher proportion of respondents reported volunteering from the Midwest (58 percent) and the West (57 percent) than from the South (51 percent) and East (50 percent).

■ Average contributions to various types of charity varied from 1987 to 1989. Contributions per household were highest in health organizations, up 35 percent and in environmental organizations, up 20 percent. While the average contribution for most charities increased over the period, average household contributions to international organizations declined by 38 percent; by 17 percent to organizations in the arts, culture and humanities; and by 12 percent to private and community foundations.

■ Female respondents reported that their households gave a much lower percentage of household income than males, although a higher proportion of females reported household contributions than males. While the proportion of females reporting household contributions increased from 73 percent in 1987 to 78 percent in 1989, the average percentage of household income they contributed remained unchanged at 1.8 percent. In comparison, the proportion of males reporting household contributions increased slightly from 69 percent in 1987 to 72 percent in 1989, but the average percentage of household income they contributed increased from 2.1 percent to 3.1 percent.

Survey Methodology

From March 23 to May 20, 1990, the Gallup Organization conducted in-home personal interviews with 2,727 Americans 18 years of age and older. Respondents were asked a series of questions about their own giving, volunteering, personal goals, motivations for giving and volunteering, and opinions and attitudes about charitable organizations. ■

INDEPENDENT SECTOR/Gallup Survey Highlights

At a time when needed most, giving and volunteering are up in almost all categories:

- 1. The number of volunteers in the United States increased 23 percent over the last 2 years.** Today there are 98.4 million adults volunteering (54 percent) up from the 80 million reported in 1988 (45 percent).
- 2. How many hours?** This new growth in volunteers and volunteering totals 20.5 billion hours of volunteer time in America—with an equally impressive dollar value of \$170 billion. The 1988 study showed 19.5 billion hours with a dollar value of \$150 billion.
- 3. The average contribution for all households (including noncontributors) is on the rise** — Now \$734 (an average of 2 percent of household income) is up 20 percent (after inflation) over 2 years ago, when the average contribution (including noncontributors) was \$562 (an average of 1.5 percent of household income.)
- 4. Seventy-five percent of American households are contributing to causes** (71 percent 2 years ago). This represents 71 million households giving to charity and other nonprofit endeavors. Contributions for this group averaged \$978 or 2.5 percent of household income, representing a 13 percent increase after inflation over the average contribution of \$790 or 1.9 percent of household income 2 years ago.
- 5. Most impressive increases in volunteering** (percentage of households with volunteers 2 years ago and today):

	1987 (1988 Survey)	1989 (1990 Survey)
Age Groups		
(a) 25-34	45%	62%
(b) 35-44	54%	64%
Income Levels		
(a) \$30-\$40,000	51%	64%
(b) \$40-\$50,000	44%	67%
(c) \$75-\$100,000	50%	62%
Specific Categories		
(a) Blacks	28%	38%
(b) Divorced/Widowed/Separated	34%	47%
(c) Part-Time Employed	54%	72%

- 6. Most impressive increase in giving** (percentage of households giving, two years ago and today):

	1987 (1988 Survey)	1989 (1990 Survey)
Age Groups		
(a) 35-44	77%	86%
Income Levels		
(a) \$40-\$ 50,000	73%	85%
(b) \$75-\$100,000	75%	92%
Special Categories		
(a) Blacks	51%	61%

- 7. Just ask** — This study supports numerous earlier studies, finding that people are much more likely to give and volunteer when *directly* asked. Eighty-seven percent (87%) of those asked to volunteer, volunteered!

8. Volunteers give more — Patterns that emerged from the 1988 survey and were confirmed in the 1990 survey are: Volunteers give more money than nonvolunteers, and contributing households that also volunteer give a much higher percentage of their household income than those households that do not have a volunteer.

This survey shows that in 1989, the average contribution of volunteers was \$1,022 or nearly three times higher than the average contribution of \$357 from nonvolunteers. Volunteers gave 2.6 percent to their average household income in 1989, a significant increase over the 2.1 percent contributed in 1987.

In comparison, nonvolunteers gave 1.1 percent of their household income in 1989 and 0.8 percent in 1987.

9. Americans have a positive attitude towards charity and the nonprofit sector — Despite occasional negative publicity concerning a few charities, the attitude of Americans towards giving, volunteering, charities and nonprofit organizations in general is very positive. An overwhelming majority of respondents (81 percent) agreed that charities are needed more today than five years ago.

10. The charitable deduction stimulates increased giving — Contributors who intended to itemize and claim a charitable deduction on their income tax gave 3.3 percent of their average household income, but only 1.4 percent if they did not intend to do so. These findings show that contributors give significantly more if they claim a charitable deduction. Household contributions from itemizers represented 65 percent of total contributions in 1989.

11. Where does the time and money go? — Average contributions to various types of charity varied from 1987 to 1989. Contributions per household were highest in health organizations, up 35 percent and in environmental organizations, up 20 percent. While the average contribution for most charities increased over the period, average household contributions to international organizations declined by 38 percent; by 17 percent to organizations in the arts, culture and humanities; and by 12 percent to private and community foundations.

12. Religion plays a major role — Once again, this study clearly indicates that those who give and volunteer regularly to their church or religious institutions are the leaders in giving and volunteering to *all* causes.

13. Regional giving — A higher proportion of households from the Midwest reported contributions (82 percent) more than in the West or East (77 percent) or the South (65 percent). Contributions as a percentage of household income were highest in the West (3.1 percent) followed by the Midwest (2.7 percent), and the South (2.5 percent), and the East (1.8 percent).

14. Regional volunteering — A higher proportion of respondents reported volunteering from the Midwest (58 percent) and the West (57 percent) than from the South (51 percent) and East (50 percent).

15. Female respondents reported that their households gave a much lower percentage of household income than males, although a higher proportion of females reported household contributions than males. While the proportion of females reporting household contributions increased from 73 percent in 1987 to 78 percent in 1989, the average percentage of household income they contributed remained unchanged at 1.8 percent. In comparison, the proportion of males reporting household contributions increased slightly from 69 percent in 1987 to 72 percent in 1989, but the average percentage of household income they contributed increased from 2.1 percent to 3.1 percent.

Motivations and Barriers to Volunteering in the UK

A recent study commissioned by the Volunteer Centre of the United Kingdom has examined the reasons why people choose to become involved in voluntary activities. The study found that:

- Most people become involved in voluntary work by accident. Few actively seek out volunteering opportunities; rather, they get involved because they are asked to by friends or relatives.

- People volunteer for a variety of reasons: Some do so to meet a personal need; others volunteer because they want to "give something back" to society.

- The main reason why people don't volunteer is because they are concerned they will become over-committed and out of pocket.

- For many people, the reason why they don't undertake voluntary work is simply because no one has asked them to do so.

- Many "non-volunteers" have a restricted view of volunteering, equating it solely with the care of the sick and elderly and with fundraising.

- Many people drop out of voluntary activities because they receive insufficient support from the organization, particularly in terms of the provision of training and the payment of expenses.

Decline in Volunteering

There is evidence of a recent decline in the numbers of people undertaking voluntary work in the U.K. This may be due to certain demographic changes: the shift towards a more elderly population—statistics show that elderly people are under-represented as volunteers; and the increasing take-up of paid employment by many more women in response to a tightening labor market.

Images of Volunteering

Volunteering was defined by those surveyed for the study as giving up one's time to do work which is unpaid, although they accepted that volunteers ought to receive out-of-pocket expenses.

They drew a distinction between voluntary work and neighborliness: The former was felt to relate to activity through

an organization; the latter to informal friendliness on a one-to-one basis. They saw volunteering as an optional activity, free from compulsion; a point stressed in relation to various schemes for involving unemployed people in voluntary activities.

Those active in voluntary work held a favorable view of a volunteer: a "career," an organizer, someone "reliable" and sympathetic. But many non-volunteers

Most people get into volunteering by accident. For them volunteering is not premeditated; the decision to volunteer is often made on the spur of the moment in response to a specific request by a friend or relative.

held a negative view, dismissing volunteers as "nosy-parkers" and "do-gooders."

Some "non-volunteers" thought many of the services undertaken by volunteers should be carried out by the State; and all surveyed agreed that the role of voluntary activity is to complement rather than substitute for the work of paid staff.

In connection with volunteering in private agencies, the consensus was that it is the activity, not its location, that is the determining factor in what a volunteer should and should not do. Visiting or befriending an elderly person in a private home was thought an acceptable activity for a volunteer, whereas cleaning was not.

Why People Volunteer

The study found that people volunteer for a variety of reasons. Some do so to meet new friends or to learn new skills; and people who are unemployed or newly retired find volunteering a useful way of providing a structure to their day.

Other people are motivated by feelings (often vaguely defined) of altruism and of wanting to give something back to society. Some people get involved in volunteering through their children; others through their paid work. Most people, however, get into volunteering by accident. For most people volunteering is not premeditated; the decision to volunteer is often made on the spur of the moment in response to a specific request by a friend or relative.

Why People Don't Volunteer

People don't volunteer because they haven't got the time or because they choose to spend their leisure time doing something else. Their reluctance arises because they fear they will become over-committed and the organization will take unreasonable advantage of their goodwill.

Some women don't volunteer because they are afraid to go out at night. Some people don't get involved in voluntary activities because of the perceived (and often real) financial costs involved. Others don't volunteer because they are unaware of the range of activities volunteering encompasses. They tend to equate

ABOUT THE STUDY

The study, carried out by Social and Community Planning Research for The Volunteer Centre of the United Kingdom, was based on a series of group discussions with volunteers and non-volunteers. Eight groups were held involving 70 people. At the outset of the study, quotas were set to ensure a good mix of discussion in terms of age, sex, social class, employment status and ethnic origin. The groups were held in rural, urban and inner-city locations across Britain.

The survey was commissioned out of the Volunteer Centre UK's growing concern about the decline in numbers of people who volunteer. This may be due to certain demographic changes, according to the findings, such as the shift towards a more elderly population (statistics show that elderly people are under-represented as volunteers) and the increasing take-up of paid employment by many more women in response to a tightening labor market.

volunteering exclusively with fund-raising and find asking people for money distasteful. For many people, however, the reason for not volunteering is very simple: No one ever asked them.

Why People Stop Volunteering

The study found that some people stop volunteering because of changes in their personal circumstances. For example, they move, change jobs or have children. Others, however, stop volunteering because of lack of support from the organization, particularly in terms of the provision of training and the payment of out-of-pocket expenses.

Some people drop out of volunteering because they have become over-committed: Too much is asked of them and they feel exploited by the organization. Others give up volunteering because they feel their contribution to the work of the organization is not being recognized.

Reversing the Decline in Volunteering

The study makes suggestions for attracting and retaining volunteers. First, organizations need to promote a positive image of volunteering, focusing on the range of activities open to the volunteer and on the benefits of participation to the individual. Low budget recruitment campaigns can do more harm than good by reinforcing negative stereotypes of volunteering as amateurish and second-rate.

For many people, however, the reason for not volunteering is very simple: No one ever asked them.

Organizations also need to pay more attention to ways of supporting their volunteers, by providing adequate training and supervision and by paying expenses.

The study considers whether incentives should be given to volunteers, in terms of payment, over and above expenses, or awards or certificates for long service and merit. It also examines recent initiatives to involve volunteers at school and through the workplace. ■

THE 1991 PRESIDENT'S VOLUNTEER ACTION AWARDS

*Prosperity without purpose means nothing. Instead, you revere what matters: simple fundamental values like decency, goodness, self-discipline, compassion, caring. From now on in America, any definition of a successful life must include serving others.**

President George Bush

From the early patriots striving to build a free nation to neighbors helping in community barn-raising to contemporary neighborhood and community groups, one common trait has continued to distinguish the American people — the desire to help one's neighbor through volunteer service. Today, nearly half adult Americans volunteer in their neighborhood or community. They work through their churches, social clubs and civic organizations . . . they help as individuals and in groups. They give their service on behalf of family, friends, neighbors and strangers. Volunteer service is such an integral part of the American way of life that it often goes unnoticed and unrecognized.

The President's Volunteer Action Awards were created in 1982 to honor those individuals and groups who make unique contributions to their communities through volunteer service and to focus public attention on these outstanding and innovative volunteer efforts.

The one hundred sixty-seven recipients of the first nine President's Awards have included established national organizations with thousands of volunteers, grass roots movements with national scope, local organizations and groups of volunteers, individuals, labor union members and major corporate employee volunteer programs. Some of the award recipients are well known; others are known only to those with whom they work.

The 1991 President's Volunteer Action Awards will be presented at the White House during the spring of 1991.

Guidelines governing the nomination process are on pages two and three of this form.

The President's Awards Program is cosponsored by The National VOLUNTEER Center and ACTION in cooperation with the White House Office of National Service.



The National VOLUNTEER Center, a private, nonprofit organization, was created in 1979 to strengthen the effective involvement of all citizens as volunteers in solving local problems. Among the wide range of technical assistance and support services VOLUNTEER offers to volunteer-involving organizations are the National VOLUNTEER Conference, a variety of publications on citizen involvement, *Voluntary Action Leadership* (a quarterly magazine for volunteer administrators), information, consulting and training services as well as sponsorship of demonstration projects and national volunteer advocacy and public awareness activities.



ACTION is the federal domestic agency for volunteer service. It fosters and expands voluntary citizen participation by using public and private sector resources and by coordinating its efforts with other federal agencies. ACTION addresses current and emerging needs by utilizing to the fullest advantage the energy, innovative spirit, experience and skills of Americans to serve local communities and the nation. ACTION supports about 500,000 volunteers through its Foster Grandparent, Retired Senior Volunteer, Senior Companion, Volunteers in Service to America (VISTA), the ACTION Drug Alliance and the Student Community Service programs.

*Remarks, President's Volunteer Action Awards Luncheon, April 11, 1989

General Information

- An individual or group may submit separate nominations for as many different individuals or groups as desired.
- Only nominations accompanied by a self-addressed, stamped postcard will be acknowledged. Because of the volume of nominations, the President's Awards screening committee will not be able to respond to any queries regarding the nomination form or the status of a specific nomination.
- A list of the recipients of the 1991 President's Award will be sent to those who include a self-addressed stamped envelope marked "WINNERS."
- Pertinent supplementary material may be submitted along with the nomination form. See "Procedures for Completing Nomination Form" (page 3) for guidelines. All nominations must be complete in one package when submitted. Separate letters, materials and other documents received later will not be processed or considered in judging.
- Nominations must be no larger than 8½" × 11". Detach the completed "Official Nomination Form" and staple it in the upper left corner as the cover sheet for the nomination packet. Do not put the nomination form, statement or supplementary materials into a binder, notebook or acetate.
- All entries and supplementary materials become the property of VOLUNTEER and will not be returned. Materials will be held by VOLUNTEER for six months following completion of the judging process.
- The screening committee may request additional information from nominators or references for the judges' consideration.
- All nominations must be submitted in English to be considered for the President's Award.
- Decisions of the judges are final. All entries for the 1991 President's Volunteer Action Awards must be postmarked before midnight, **January 11, 1991**.

Who is Eligible for the President's Volunteer Action Awards?

- Any individual, group or family actively engaged in volunteer activities that benefit the community, state or nation may be nominated.
- For those individuals or groups who are paid any amount for activities for which they are nominated (other than reimbursement for out-of-pocket expenses), the nomination statement must clearly indicate the extent of salaried or stipended activities.
- Individuals involved in "work released time" and student course credit are eligible but must clearly indicate that in the nomination statement.
- Except for the International Volunteering category, all volunteer activities must be performed within the United States or its territories.
- No employees or immediate relatives of employees of VOLUNTEER or ACTION or members of VOLUNTEER's Board of Directors may be nominated for awards.
- Recipients of previous President's Awards are ineligible for the 1991 awards.

Submitting the Nomination

Send all entries to:

The President's Volunteer Action Awards
Post Office Box 37488
Washington, DC 20013

Do not send entries to VOLUNTEER or ACTION.

ENTRIES MUST BE POSTMARKED BY MIDNIGHT, JANUARY 11, 1991.

Procedures for Completing and Submitting the Nomination Form

In order for a nomination for the President's Awards to be considered, page 4 of the nomination form must be completely filled out and a statement of not more than 500 words describing the nominee's activities must be attached. In addition, a nomination may include appropriate supportive materials (described in C below).

(A) The Nomination Form

Item I. Indicate the individual or group's complete name, mailing address and telephone number. If the nominee is a group, indicate the name of the appropriate contact person within the group along with his/her address and telephone number.

Item II. Awards will be made in the following categories:

- **Arts and Humanities**—cultural enrichment
- **Education**—pre-elementary, elementary and secondary education, informal and supplementary education services, literacy programs.
- **The Environment**—volunteer service resulting in significant enrichment and conservation of the environment; recreation
- **Health**—medical care, mental health and developmentally disabled services, community mental health, AIDS, infant mortality
- **Human Services**—volunteer services to youth, family and elders; employment, job creation and training, economic development; food and nutrition, clothing and furnishings, housing, transportation, consumer protection; areas not specifically covered by other categories
- **International Volunteering**—ongoing volunteer work performed by individuals or groups whose primary residence or headquarters is within the U.S. or its territories and benefiting the residents of foreign countries; or ongoing volunteer work performed within the U.S. or its territories and benefiting the residents of foreign countries.
- **Mobilization of Volunteers**—to address a variety of problems
- **Public Safety**—crime and delinquency prevention, justice services, protective services, disaster relief, fire protection; substance abuse programs
- **Youth**—volunteer services by youth to age 25
- **Workplace**—volunteer activities sponsored by or supported by a corporation, a labor union or a government agency. NOTE: Nominations for corporate or labor union programs must be submitted on special Corporate or Union nomination forms.
- **Public Sector Employee Groups**—employees of government agencies (local, state or federal) involved in organized community volunteer activities with the support and encouragement of the agency. The 1990 award winner, Department of Transportation Volunteer Committee which involves employees in an adopt-a-school program, as mentors and volunteering in a senior center, is a good example.

Check the most appropriate category. Because some nominations can fit appropriately into more than one category, please choose the category you feel most appropriate. Categories are meant as guidelines for the selection process; thus, where appropriate, the selection committee may choose to put a nomination into another category.

Item III. Indicate name, address and telephone number plus title and organization (if appropriate).

Item IV. Since award finalists' references will be contacted for verification of the scope and extent of activities, it is important that this section be completed. Nominations with fewer than three references will be disqualified.

Item V. In the space provided describe the goals of the volunteer activity nominated.

Item VI. Enter the name of the individual or group being nominated and signature of the person making the nomination. Nominations not signed by the nominator will be disqualified. A person may nominate him/herself.

(B) The Statement

Because nominations will be judged based on specific criteria, the statement of activities (of not more than 500 words) attached to the nomination must address the following items:

Community need for the activity—How important was the activity to the overall welfare of the community? For example, establishing an education and training facility for handicapped children in a town where there was none would be a more important contribution than expanding an existing recreation program.

Recipients' need for the activity—This may or may not be different from the community need. A facility which serves handicapped children may be equally important to both the recipients of the service and to the general public. In some cases, however, such as providing access to a kidney machine, the recipient's need for the service is total, while the community's need for kidney machines may be slight in relation to other needs.

Achievement—Actual accomplishments of the voluntary activity or service should be considered, as opposed to the stated goals or objectives of the project.

Scope of the activity—The concern here is with the potential impact of the activity or service. Something that is national or regional in impact is not necessarily "better" than something that is local. Projects of very limited scope, however, such as sponsoring an annual picnic for 50 senior citizens, would not be considered to have a major impact.

Unusual challenges overcome—Such challenges might include public apathy or hostility toward the project or program, a critically limited supply of resources, or a handicap on the part of the person or persons doing the volunteer work.

Method—Method relates basically to the way in which the activity or service was performed. Consideration should include the vigor, efficiency and overall organization of the effort; the extent to which the individual or group marshalled other volunteer resources in support of the effort; and, where appropriate, evidence of broad community or grassroots support for the activity or service.

Innovation—Innovation takes into consideration the degree to which the service or activity represents a new use of volunteers in a certain capacity and/or a significantly new approach to solving a particularly pressing problem.

(C) Accompanying Materials

Not more than 10 pages of supplementary material may be submitted along with the nomination. Accompanying materials can include letters, testimonials, news clippings, pamphlets, etc. Do not submit tapes, cassettes, display materials, films, scrapbooks, etc. as they will not be considered in judging the nomination. All materials submitted become the property of VOLUNTEER and will not be returned; thus, when preparing accompanying materials, keep the materials cost to a minimum and submit photocopies when possible.

1. NOMINEE: Please specify if nominee is an individual _____, a group _____, or a family _____.

NAME: _____

If individual, indicate Mr., Ms., Miss, Mrs.;
If nominee is group, enter full name of group, organization and/or project.

(Area Code) Phone Number

If nominee is group, enter name of contact person.

(Area Code) Phone Number

Complete address

City

State

Zip Code

II. CATEGORY: Check one. Some nominations will fit appropriately into more than one category. Please choose the category you feel most appropriate.

_____ Arts and Humanities

_____ International Volunteering

_____ Education

_____ Mobilization of Volunteers

_____ The Environment

_____ Public Safety

_____ Health

_____ Youth

_____ Human Services

_____ Public Sector Employee Groups

III. NOMINATOR:

Name: _____

(Area Code) Phone Number

Title and organization, if appropriate.

Complete address

City

State

Zip Code

IV. VERIFICATION: In order to qualify for consideration, a nominee must have three references who may be contacted to verify the scope and extent of the nominee's volunteer activities. References should be persons familiar with the volunteer accomplishments for which the person is being nominated and may not include the nominee or any person related to the nominee.

Name: _____

(Area Code) Phone Number

Complete address

City

State

Zip Code

Name: _____

(Area Code) Phone Number

Complete address

City

State

Zip Code

Name: _____

(Area Code) Phone Number

Complete address

City

State

Zip Code

V. SUMMARY: Please provide a one to two sentence statement highlighting the goals of the volunteer activity. Then attach a statement of up to 500 words addressing the criteria on the previous page.

VI. NOMINATION: I hereby nominate _____

Name of individual or group nominated for the President's Volunteer Action Award.

Signature of Nominator

Date

Study Finds Volunteers Subject to Lawsuits

From the Nonprofits' Risk Management & Insurance Institute

A just-published study by the Nonprofits' Risk Management & Insurance Institute reports that volunteer protection laws do not fully shield volunteers from personal liability. As reported in "State Liability Laws for Charitable Organizations and Volunteers," almost all states limit lawsuits against nonprofits' directors and officers, but only about half of the states protect other volunteers. Consequently, in many states, volunteers who serve the public directly run a greater risk of personal liability than do volunteer directors.

According to Institute Director Charles Tremper, "Legislatures came to the aid of board members, coaches, and a few other types of volunteers when they were sued or had severe insurance problems. Rather than wait for the panic of another insurance crunch or highly publicized case, legislatures should overhaul the rules for lawsuits against volunteers and charitable organizations."

Volunteers need to look closely at the current statutes. Even the directors and officers laws have exceptions. Tremper said, "Some of these exceptions are essential to protect the public, but others are just big holes that leave volunteers vulnerable to suit for their mistakes.

"Moreover, the state laws have no effect on federal claims. The IRS can sue a volunteer director if the organization does not properly withhold payroll tax, and the wronged employees can sue for civil rights or employment violations. Congress alone can reduce the federal threat of liability, but Congress has not acted."

Congressman John Porter (R-IL), who has sponsored volunteer protection legislation for several years now, believes the spate of legislative activity may give volunteers a false sense of security. As an example of the continuing threat, he

points to a \$12 million verdict awarded in August against the estate of a volunteer in Chicago. A jury found the volunteer negligent in a car crash that seriously injured a 12-year-old boy.

"The volunteer lost his life while trying to help that child," Porter said. "How much more can society ask of its volunteers?"

The Nonprofits' Risk Management & Insurance Institute study cites numerous variations among the state laws. Some laws apply only if a volunteer's sponsoring organization carries insurance. Several apply only to volunteers who have been trained, and a few limit recovery to the extent of a volunteer's insurance or any compensation the volunteer received.

These differing standards cause special problems for national organizations. For Colleen Watson, director of public relations of Big Brothers/Big Sisters of America, the differing standards undermine volunteer recruitment. "We would like to see a uniform standard so that our affiliates in different states can give a consistent message to all prospective volunteers. Currently, the laws in many states act as a disincentive to voluntarism. Some of our affiliates are put in the position where they must explain why volunteers must risk being sued for acts that would not be actionable across the state line."

The National Coalition for Volunteer Protection, which is working for greater state uniformity, has lauded the new study. Coalition Executive Director Gordon MacDougall calls the report "an essential aid in understanding the current state of law and developing a suitable model for nationwide enactment."

Copies of "State Liability Laws for Charitable Organizations and Volunteers" are available from the Nonprofits'

Risk Management & Insurance Institute (1731 Connecticut Ave, NW, Suite 300, Washington, DC 20009) for \$15. The Institute has also published "The Risk Management and Insurance Sampler" (\$2.50), which consists of excerpts from many of the best liability insurance and risk management materials for nonprofit organizations and volunteers. The Sampler's excerpts offer advice and explanations about liability laws, insurance purchasing and accident prevention.

Flash: President Bush Signs National Service Act Into Law

President Bush has signed the National Service Act into law, following reconciliation of differences in the House (H.R. 4330) and Senate (S. 1430) bills in early October.

The bill authorizes \$287 million for FY 1991 through 1993. Included in the bill is funding for school-aged service programs; conservation and youth corps; innovative higher education programs; and the Points of Light Foundation. Not included in the conference agreement was the volunteer protection amendment originally approved as a part of the House bill.

All new grant programs would be administered by a Commission on National Service, which would have the authority to delegate administrative duties to appropriate agencies.

New grant programs would be included in a modified block grant. States may submit a single application for any or all of the program options included in the block grant. Program options include:

1. K-12 school-aged programs; adult volunteer and partnership programs; and community-based programs for dropouts, out-of-school and other youths
2. Grants to higher education institutions for student community service
3. Youth corps program
4. National and Community Service Act (based on Subtitle D of Title I of Senate bill)
5. Innovative and Demonstration Programs and Projects

A second title of the bill includes an amendment to the Domestic Volunteer Service Act authorizing funding of a Youthbuild program (based on the House bill proposal) and a requirement for publication of existing student loan deferral and forgiveness provisions (in both the House and Senate bills). ■



Recruiting Volunteers for Difficult Positions

By Steve McCurley

One of the biggest trends in volunteer involvement during the past decade has been the remarkable shift towards the "short-term volunteer," the individual who prefers to donate time in smaller and simpler chunks than the prototypical dedicated volunteer of the past. Nancy Macduff refers to this as "episodic" volunteering, a propensity for giving time in relatively small, complete units, each with a definite end point measured in hours or days instead of an ongoing in-depth commitment. Others have referred to it as "fast food volunteering" or the "hit-and-run" approach. The hallmark of the short-term volunteer appears to be a reluctance to become involved in a volunteer position that requires a depth of commitment measured either in terms of time or emotional involvement.

This trend appears to be the wave of the future. The 1987 J.C. Penney survey, "Volunteering—A National Profile," revealed the extent of this feeling when it asked non-volunteers what incentives would be necessary to get them involved. Seventy-nine percent of respondents asked quite clearly for a "short-term assignment." Volunteers of the future appear to want to do good, but only under controlled circumstances that do not get out of hand: "I'll give you my time, but not my life."

All of this is well and good, and no doubt will force many volunteer programs to work hard to develop new jobs that can satisfy this trend toward short-term in-

volvement, but what do you do if you are trying to recruit volunteers for jobs that **require** a longer or deeper commitment? What do you do if you are attempting to locate volunteers for jobs which, to be done effectively, either must have a donation of many hours of time over a long period or must have a strong emotional commitment to the work and not just a casual attachment?

There are, in fact, many volunteer jobs that cannot be done well by short-termers. Most are jobs that demand either high-time or high-commitment levels from volunteers. Examples include:

- **Leadership positions:** Volunteer jobs that mandate experience and knowledge to be done well.
- **Emotional bonding positions:** Volunteer jobs that require time and continuity of care for the client/helper relationship to mature.
- **Time-intensive positions:** Volunteer jobs that require expensive training or screening on the part of the agency.

Clearly, not everyone can volunteer to be a hugger at a Special Olympics game—someone has to get involved in the tougher jobs.

The Answers

Don't give up hope. There are still a number of ways to locate and recruit long-term volunteers willing to give both time and commitment. Here are a few possible ways to approach recruiting volunteers for difficult positions:

- **Redesign the job.** Why fight the inevitable? Sooner or later, and all too much sooner if present trends continue, you may in fact be unable to recruit a long-term, dedicated volunteer for the job. Take a

long, hard look at the job and see if there are ways that it can be split up and divided into smaller units or chunks. You may find that it was originally designed 20 years ago and no one has ever thought of doing anything differently. Be prepared to be burned for heresy the first time you suggest any changes.

You might occasionally be forced to consider an even more radical alteration in the job. Some volunteer jobs may be of such a complexity that the only solution is to turn them into paid positions, either because it is impossible to recruit volunteers for them or because it is actually more cost effective in terms of training and management to utilize a paid employee. Don't find this to be startling, since it has been happening for a long time—almost all of the positions in nonprofit agencies started as volunteer jobs and eventually grew to a point where it became managerially necessary to convert them to paid jobs.

- **Practice saturation marketing.** You may be able to find the right volunteer if you simply increase your marketing and recruitment efforts. While a vanishing breed, there are still some long-termers out there, and you may be able to locate them by practicing one of three recruitment methods:

1. *Mass media recruitment.* Put an ad on television or radio, or write a good classified ad for the newspaper. Perhaps only .01 percent of the population would be interested in your volunteer job, but if over one million people see the ad this could result in 100 applicants.

2. *Targeted recruitment.* Devote time to determining who would really like to do the job and track them down. Start by examining the motivations and backgrounds

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of current volunteers in the position to find out if there are any common factors. Do they all have the same type of motivation? Do they come from similar groups? Did they all hear about the job in the same fashion? Common factors will enable you to identify populations who seem to like the job despite its requirements, and the commonality will enable you to locate others from that population group.

3. Concentric circles recruitment. Attempt to locate a volunteer for the position by starting with the population groups who are already connected to you and work outwards. You might capitalize on the fact that most volunteers are recruited by those people that they already know and ask the incumbent in the job to recruit a friend of theirs to replace them. You might look among former clients or your current volunteers for a replacement. This approach will make it more likely to get a positive response, because the group of potential volunteers with whom you will be talking will already be favorably disposed toward your agency.

■ **Gang up on the job.** Another approach to recruitment is to make the volunteer not one person, but several. If the difficulty is that the job is too large for a single individual, then the obvious solution is to make it the responsibility of more than one person. You can approach this via two different methods:

1. Team volunteering. Team volunteering is the classic job-sharing approach to the situation. Make the volunteer unit a partnership, with two persons equally sharing the job, or make the job one done by a "lead" volunteer who is given an assistant. The team can split up the time and work requirements. This approach is particularly useful when you are attempting to preserve a volunteer who has a particular expertise but is reluctant to volunteer because he or she doesn't feel like he/she has the time necessary to do all of the work. Their volunteer "aide" can provide the hands; the expert volunteer can provide the brains.

2. Cluster volunteering. Recruit an entire group as the volunteer unit. The group might include an entire family, a club or even a business. The group sub-divides the work, lessening the time burden on any single member. Start this process by recruiting one member of the group who will persuade the others to become involved, making the volunteer job their project.

Both of these approaches are substantiated by data from the J.C. Penney survey

of volunteer involvement. In that study, 71 percent of non-volunteers said they would be attracted by a volunteer opportunity in which they could work with friends or peers, and 55 percent said they would be interested in an opportunity to do volunteer work with their families. By giving them these opportunities, you are essentially creating "two-fers"—positions in which the volunteer can simultaneously do good and spend time with others.

■ **Ease them in.** One of the reasons for saying "No" to a high-time or high-involvement position is that the volunteer is afraid. This fear might be based on a feeling that the volunteer won't like the job enough to devote the time and energy to it, that it isn't worth the investment that it would require on the part of the volunteer. It might equally be based on a fear that the volunteer won't be able to do the job well enough, and a reluctance to let the agency down. Both of these difficulties can be dealt with by introducing the volunteer to the position gradually rather than expecting him/her to buy the whole package at once. Here are some ways to let the volunteer become accustomed to the more difficult position:

1. Test driving. Offer the potential volunteer a 30-day trial period. Tell him/her to try the job and see if he/she likes it enough to keep it. This is a great approach because it allows both the volunteer to see if he/she likes the job and the agency to see if it likes the volunteer. Schedule a review meeting when the volunteer starts the position and stress that the volunteer is under no obligation to continue the job after the test period—a "no fault" divorce clause. While you will lose some volunteers, you will gain quite a few who have had the opportunity to examine the job without pressure, learned that they liked the work, and decided that investing their time and energy was worth it.

2. Apprenticeships. Apprenticeships work by making the volunteer an assistant to the person who is currently holding the job. The volunteer then operates as an assistant at the direction of the volunteer who is responsible for that position. Apprenticeships work exceptionally well for leadership jobs or jobs with large amounts of responsibility that people are reluctant to take because they don't feel totally comfortable about being able to do the work well. During the apprenticeship they can learn to do the work until they are comfortable with their ability to handle it well. At the end of the apprenticeship they can be "recognized" by a promotion to

being in charge, a position which they will now think they have earned.

3. Propinquity. This method works through recruiting a volunteer for a difficult position by recruiting him/her for something else instead. This might sound a bit strange if you don't understand the propinquity principle. "Propinquity" is the process of becoming accustomed to and favorably disposed toward those things or people which you are around and used to, something like "familiarity breeds affection." Things or people or jobs which seemed too large or too difficult or too frightening because they were new or strange may no longer seem quite so daunting after we've been around them for a while.

In propinquity recruitment, you attempt to recruit a person for an alternate position which is near or connected to the position for which you eventually want them to serve. For example, if my agency were having trouble recruiting counselors for one-to-one matches with emotionally disturbed children, I might recruit someone to assist in collecting data from the volunteers that we currently had in that job. The data collection position is a small and simple job that is easily done, but while doing it one is exposed to the more difficult job and can learn to understand it and how valuable it is. Through the process of propinquity, the data collection volunteers are more likely to become attached to the counseling job with which they are in contact. When then asked to consider becoming counselors they are more likely not to be as afraid of the position.

One way to view recruitment by propinquity is that you are simply creating a new population of "concentric circle" volunteers who will become interested in the job. Another way to view it is as the "bait and switch" approach to the problem.

The Conclusion

There is one additional method for recruiting volunteers for difficult positions and it is probably the most meaningful of all. At the bottom of the trend for short-term involvement is a desire by potential volunteers to help but to not get overwhelmed by a volunteer position which they do not enjoy. The obvious answer to this problem would be to ensure that all short-term volunteers begin to look at their volunteer work as so much fun and so rewarding that they want to do more of it. Short-termers can thus be converted to long-termers.

This answer is not as simplistic as it
(Continued on page 28)



TARGETED VOLUNTEER RECRUITING

By Rick Lynch



(Author's note: This article is an elaboration on some of the ideas presented in an article called "Preparing an Effective Recruitment Campaign" that I originally published in the winter 1984 edition of VAL. For stimulating further thinking about this subject I am indebted to Joe Lovelady, ACTION state director in Montana, and Steve McCurley, internationally acclaimed author and trainer.)

Today's volunteer administrator works in an environment in which the competition for volunteers' time is increasingly fierce. In addition to other agencies' volunteer opportunities, the volunteer administrator is competing with all other possible uses of a volunteer's discretionary or leisure time. Each year, the Harris poll asks Americans how much free time they feel they have, and each year since the pollsters began asking this question, the number of free hours reported has been less than the year before. People today feel they have 15 hours per week to call their own, about half as much as they reported 20 years ago. In the last 20 years, the number of people who hold more than one job is at an all-time high. The number of workers who put in 50-hour weeks or more has risen to 23 percent of the U.S. adult population. In more than 20 million families there are two-wage earners.

This loss of discretionary time is one of a volunteer program's greatest challenges, not only for recruiting but also maintaining volunteers. In the mind of the volunteer, the job has to have greater importance than visits to friends, going on picnics, and or just plain relaxing at

home. A friend of mine, for example, is a volunteer tutor of at-risk youth. In the last three weeks, she has missed a museum opening, a staff picnic at her place of work, and dinner with a friend to fulfill her volunteer responsibilities.

To attract and keep volunteers in such an environment, we need to keep in mind a very simple but fundamental truth: Volunteers only volunteer because they want to. For recruiting, this means that we need to offer them a job that they really want to do. When your recruitment efforts center on face-to-face methods with an opportunity for two-way communication, you have an opportunity to find out from the potential volunteer what he or she wants to do. When we use other methods, such as posters, public service announcements, presentations to large groups, or classified ads, we do not have the opportunity for two-way communication. In these cases, a marketing concept known as targeted marketing can help us succeed.

When a business wants to market a product effectively, it is in a similar position to a director of volunteer services who wants to recruit volunteers. Both are trying to influence another person to do something voluntarily. In one case, we are asking for the customer's money, and in the other case we are asking for the volunteer's time. If our business were the only place in the world to spend your money, it might do to advertise it by saying, "Customers are needed. There is an opportunity here for you to spend your money. Please bring lots of it." In a competitive environment, however, such a marketing strategy is unlikely to work very well. Nonetheless, lots of volunteer programs

continue to do exactly that in recruitment campaigns that say little except "Volunteers are needed."

A more systematic, targeted approach proceeds according to eight steps. To follow this approach, answer each of the following eight questions.

1. What is the job that needs to be done?

Before you start to recruit volunteers for your organization, you first must define the jobs you are offering. This may sound obvious, but sadly, people don't always do this. They begin recruiting with the vague idea that we need help. One volunteer recruitment brochure I read even said that the volunteer would sometimes be expected to "find something to do." While there are some advantages to this flexibility, we are less likely to get someone to give some of their leisure time to a job they can't clearly see themselves doing.

If you ask a person, "What would it take to get you to volunteer some of your time for an agency in the community?" the answers you will get tend not to be about the recruitment method you employ but about the nature of the job you want them to do. They will say things like "It would have to be a challenging job," or "It would have to be a job that enabled me to meet and be with other people," or "It would have to be a job that enabled me to learn new skills," or "I would have to feel like it was a job that let me make a difference in people's lives." My point here is that it is the job that motivates people to volunteer. The job has to be something someone wants to do and wants to do more than any other use of his or her discretionary time.

2. Who would want to do it?

The next step in targeted recruiting is to identify the types of people who would want to do the job that needs to be done. By asking this question, we are more likely to get the kind of committed volunteer we want and not just a warm body or two. This means identifying target groups to whom we can send our recruitment message.

This second step is one most of us skip because we have had experience with successful volunteers from a variety of backgrounds. A frequent answer to this question is "Lots of different types of people would want to do that. Young, old, rich, poor, white, black, men, women all might want to do that." As we will see, however, if we can define these groups before we begin our recruitment efforts, we will have a much easier time recruiting them. The reason for this is that messages sent out to appeal to people in general often wind up speaking to no one in particular. By defining a target group, we can stress aspects of the job experience that would appeal to that particular group.

I was once asked to help a person who was having difficulty recruiting volunteers for the job of escorting children to school. The children lived in public housing in a large city, and the way to school was a gauntlet of gang members selling drugs and offering the choice of "Join our gang or we'll beat you up." The volunteer administrator was frustrated because she had had success in recruiting volunteers for other jobs. She found this one hard to fill because she had never asked this second question. When she began to consider who would want to do the job, she began to identify target groups she had never tried to recruit before. She identified that one kind of person who would want to do the job was men who wanted to prove their toughness. The target groups thus included karate students, bouncers, football players (not quarterbacks or punters), and former Marines.

3. Where will we find them?

Once we have determined who we are trying to recruit, we can ask, "Where will we find them?" (If we haven't done step two, it is impossible to ask this key question.) If we are after a certain type of professional, are there professional societies or clubs where such people might be found? If we are after members of a given age group, where do such people congregate? Other questions to ask in this step include: Where do they work? Where do they spend their leisure time? Where do

they shop? Where do they worship? What neighborhoods do they live in? What newspapers do they read? What radio and television stations do they listen to?

Let's imagine, for example, that the job we want done requires that the person be a lawyer. In response to question two, we decide that one target group would be up and coming young lawyers in large law firms who want to impress the boss with their community commitment. In implementing step three, we would identify law firms in which the principals might be impressed by such a person, those who want an image of being community minded. We could then take our recruitment effort to that business. If there are no such socially minded law firms in town, we might ask what kinds of stores lawyers shop in (for clothes, cars, groceries, for example) and ask the store if it will let us set up a recruitment display or print up a recruitment message on its bags.

Again, if we simply begin trying to recruit anyone in the general community, the answer to this third question is "everywhere." This makes our job more difficult because it will be harder to focus our limited recruitment efforts. People who are everywhere are also nowhere in particular.

The answer to question two often implies the places to look. To continue our school escort example, if we identify former marines as a target group, we might take our recruiting effort to a veterans organization. If we identify self-defense experts as a target group, we might focus our attention on karate clubs. These may be places we had never thought of going to recruit volunteers, and they may well turn out to be a source of the kind of person we need.

One highly effective recruitment campaign resulted from identifying a target group of young, single people. In step three, one place the volunteer administrator thought to find them was in singles bars. This led to a program called "The Singles Connection," advertised in singles bars.

4. How will we communicate with them?

The next question is how to communicate with the target group. Again, the answer to this question is often implied by the answer to question three. If "where they are" is in a particular neighborhood, we might go door-to-door. (This may seem humorous to you—it would have to me a few years ago—but I found this to be quite

effective when I was recruiting volunteers for a fire department. I thought of the method because the answer to the question "Who would want to do this?" was "People who live in the district and want to feel safe." Where they were was behind the doors of the houses in the neighborhood. This implied knocking on those doors as a method.)

If "where they are" is at a particular club, we might try to get an opportunity to speak to the membership of that club, or we might ask the club if we could put a poster on the bulletin board. If "where they are" is at work, we might try to get ads on the radio stations the target group listens to while it commutes. (Radio stations can give you information on the target groups they reach.) One volunteer administrator in Los Angeles who was trying to recruit youth who had time to spare during the day realized that where they were was at the beach. This implied the method of setting up a booth there, which proved to be highly successful.

5. What are the motivational needs of these people?

In this step we ask what some of the needs and desires of the target group are. What will motivate them to volunteer their time for our agency? Although individuals in the target group will have different motivational needs, we can make some informed guesses about the majority of individuals' needs in the group as a whole.

Perhaps the most sophisticated and effective targeted recruitment campaign today is conducted by the U.S. Army. When service in the Army became "voluntary" (as opposed to mandatory), the Army faced a problem: how to attract young people to a dangerous, low paying job. This came at a time when the Army's major activity had been the Vietnam war, an action that was highly unpopular with the age group it was trying to recruit. Despite the obstacles of offering unpleasant discipline, bad food and ugly clothing, the Army has succeeded in maintaining an all-volunteer force. It has done so through a very sophisticated application of this step.

Next time you see an ad for the Army, look at it closely. It is likely you will see one of several motivational themes at work. One of the first and most successful themes it uses is to appeal to the desire of young people to get ahead and make something of themselves. One variation on this theme is to stress the message that by doing two years of service in the Army,

you will be able to get the money to go to college. These ads, some of which can still be seen, appeal to youth who want to make something of themselves but who are from backgrounds that make going to college difficult. Another variation on this message is that the Army is a good way to gain job experience so you will "have an edge" over competitors in the job market. A third variation on this motivational theme is that the Army helps you find your hidden talents and enables you to reach your full potential.

There are other motivational themes used by the Army recruiters. Evidently they realized that young boys often feel that their father never appreciated them fully, so there are a series of advertisements and posters based on the premise that going into the Army is a good way to impress your dad. Another message is that the Army gives you some of the world's greatest toys to play with, an ad aimed at youths with technical interests. Still another is that the Army is a place where minorities can attain respect. In the wake of the Iraq invasion of Kuwait, the Army found that patriotism was again a motivating factor in young people's decision to join the Army.

There are many variations on each of these themes, each aimed at the motivational needs of various sub-groups of the 18- to 25-year-old age bracket. The point we can learn from this as an agency recruiting volunteers is that we shouldn't rely on one message sent out to appeal to people in general. Each message is targeted.

A good example of targeted volunteer recruiting using a motivational theme comes from a Retired Senior Volunteer Program in Arkansas. The motivational theme it identified was the need of many seniors to feel that they still have something to contribute to society. The program printed a poster that said at the top, "Remember when you changed the world?" Under this heading are two pictures of young people in the 1940s, a woman in an Army uniform and a man in a business suit and haircut of that era. Below that, the poster says "Well, you still can in R.S.V.P." The same people are pictured 40 years later as RSVP volunteers.

6. What will we say to them?

Having done the previous steps, we are ready to create our recruitment message. This message may be sent in many forms—such as classified ads, one-on-one conversation, posters, or public serv-



ice announcements—but it should feature the motivational theme and it should contain four elements:

a. The statement of need. The first element of an effective recruitment message is a statement of the need or the problem we want the volunteer to address. To feel enough commitment to an agency to want to give some of her precious discretionary time, the volunteer needs to know why she is asked to do the job. Most recruiting messages seldom talk about why we want the person to do the job, however. They only talk about the activities the person will be performing on the job. This leaves it up to the potential volunteer to figure out what the need for those activities is. Those who don't may decide not to volunteer, where they would if they knew why the job was important.

In many volunteer jobs, the need refers to a problem that exists in the community. For volunteers involved in direct service, the statement of need will be the need of the clients to be served. "Our senior nutrition program needs volunteers to help cook hot meals for seniors one day a week" is not the kind of statement I'm referring to. Such a statement only conjures up the picture of sweltering over a hot stove. Those who don't figure out that there may be a problem of senior malnutrition in the community will be unmoved by such a statement. A few examples of statements of need are listed in abbreviated form below.

—*Nutrition center volunteer:* "Many elderly in our community cannot afford to get a balanced diet and are suffering from malnutrition."

—*Hospital volunteer:* "Many patients in the hospital for long stays are lonely and depressed."

—*Crisis clinic volunteer:* "Some people in our community encounter personal crises so agonizing that they do harm to them-

selves and other people."

—*Literacy volunteer:* "Many people from all walks of life are unable to take advantage of the full benefits of our society because they are unable to read or write."

—*Campfire leader:* "Many girls and boys grow up without self-confidence and other skills to become competent, successful adults."

—*Fire Department emergency medical volunteer:* "People in outlying areas who have heart attacks cannot be reached from the main station in time to save their lives."

—*Mental health receptionist:* "Clients coming into the center are often embarrassed, confused and uneasy."

—*Art museum docent:* "Many people who visit the museum would like to know more about the exhibits than text panels can communicate. Sometimes their lack of knowledge causes them to miss a great deal of the meaning and beauty of the exhibits, and their interest in returning to the museum wanes."

The statement of need, at some level, ought to make the sympathetic, non-psychopathic listener think "That's terrible. Somebody ought to do something about that." Once you have them thinking that way, recruiting is as easy as convincing them that they are somebody.

Here is an example of a recruitment message that works on this basis:

Children are being abused.

Somebody ought to do something about that.

Be somebody. Call the Coalition for Child Advocacy.

Some volunteers are recruited to do things that do not directly affect the agency's clients. Some clerical types of volunteer jobs, for example, exist to meet the needs of staff or of the agency more than they address problems in the community.

The statement of need in such circumstances should emphasize the needs of the staff in the context of their work in addressing the problems of the community. A few examples are listed below:

—*Volunteer Center clerk/typist:* "When people call up wondering what they can do to help make the community a better place, staff are sometimes limited in their responses because the information we have is not filed systematically."

—*United Way envelope stuffer:* "A key part of our being able to support agencies who are working to solve the problems of our community is a direct mail appeal, which is hindered by lack of staff time to

stuff and address envelopes.”

—*Public television phone worker*: “Citizens who enjoy the programming available only on public television depend on pledge drives to keep us on the air, yet we have far too few staff to mount such drives.”

—*Community Action Agency bookkeeper*: “In order to continue our efforts to improve the lives of the poor, we must account for our grants properly, a skill none of our staff have.”

These kinds of statements enable the potential volunteer to understand why his or her time is being requested, and why it is important that something be done. Being told the why enables a volunteer to see that his life will have a purpose if he volunteers. He is not just stuffing envelopes, for example, he is helping to solve community problems.

b. The plan for meeting the need through volunteer efforts. The statement of need leads naturally to the second element of a powerful recruitment message: the plan for meeting the need. This is where we tell the volunteer how he or she can help solve the problem. In other words, this is where we describe the job to be done. By describing these job activities in the context of the need, we make our job description more compelling.

In this part of the message, we want to make the job as vivid as the constraints of time and space allow. The purpose here is to allow the potential volunteer to imagine him or herself doing the job. Making this part of the message vivid is largely a matter of adding details to the description of what it will be like to do the work.

c. Addressing any volunteer fears. The third aspect of an effective recruitment message is to address any fears the potential volunteer may have about doing the job. For example, a potential crisis phone worker may feel that he does not have the skills to do the work, even though it sounds exciting and important. In such a situation, the message should stress that training is provided and supervisory support is always available. A potential volunteer at a shelter for abused women may fear that she may herself be vulnerable if an angry man comes to the door. Again, the recruitment message should include the safeguards the agency has designed for the safety of volunteers and clients.

Potential firefighters may wonder if they have the necessary physical strength to

do the job. Counselors of at-risk youth may fear having their belongings stolen. In other cases, the potential volunteer may fear an excessive time commitment. Wherever there is a potential for the volunteers to feel they might not be able to do the job or might not want to do it, the message should address the fear.

d. Benefits to the volunteer. Most people volunteer primarily to meet a need, but doing something worthwhile isn't the sole reason people volunteer. Our recruitment message therefore needs to show how they can meet other needs that might be satisfied by the volunteer experience. This fourth aspect of an effective recruitment message, the statement of benefits to the volunteer, helps people see how they can help themselves by doing activities that help the agency serve the community.

People volunteer for various combinations of reasons besides helping other people, some of which are listed below:

- To escape loneliness
- To feel useful or important
- To establish a “track record” to help them get a job
- To make a transition from prison, mental illness or other situation to “the real world”
- To “test the water” before making a career change
- To make new friends
- To get to know important people in the community who might help with a career
- To develop new skills
- To impress their present employer
- To gain knowledge about the problems of the community
- To maintain skills they no longer use otherwise
- To spend quality time with some members of the family by doing something worthwhile together
- To gain status
- To escape boredom
- To be part of an effective group

To be as effective as possible, the recruitment message needs to show the potential volunteer that whatever combination of needs she has can be met by doing an important job at the agency.

This last section of the message is particularly important in recruiting volunteers for clerical or staff support jobs such as the legendary envelope stuffer. People don't volunteer to stuff envelopes for the sheer joy of creasing paper or the satisfaction of creating mountains of mail. They do it for some other reason, such as the joy of socializing with a group of other people while they do this important but not very

exciting task.

If the recruitment message is presented in a one-way format, it should list some benefits the volunteer administrator thinks will appeal to the target group. One advantage to the targeted approach is that we identify potential motivators in step five. Although not everyone in our target group will respond to the same motivational theme (not all single men would respond to the theme of having a child love you, for example), it gives us some ideas of what benefits to stress in our message. This is particularly true of recruitment efforts such as posters or public service announcements where there is no opportunity for two-way communication.

If it is being presented in a two-way format, where the recruiter has an opportunity to talk to potential volunteers about their needs, skills and desires, the benefits can be tailored specifically to the audience. Because each volunteer has a different combination of motivations for volunteering, it is helpful if the recruiter knows something about the person to do the most effective job of encouraging him to volunteer. If the person wants to meet new people, for example, we want to stress jobs that allow him to do that.

7. Who will do it?

The volunteer administrator should manage the recruitment effort, but this does not mean he or she should do all the work. If you are going to engage in recruitment methods that utilize one-way communication, such as classified ads, public service announcements or posters, you will save yourself work and get a better product if you recruit a volunteer who is an expert in those media. If you are going to use methods that require two-way communication, recruit a volunteer to be the spokesperson for your program who will appeal to the target group.

Sometimes volunteer administrators feel that they should be the one to do the face-to-face recruiting. Often, however, another volunteer is more able to make a persuasive case than a paid employee of the agency. If the volunteer is being recruited by a paid employee, she may have, in the back of her mind, the idea that the employee is trying to get her to do something that someone else is paid to do. A volunteer, on the other hand, speaks from a purer position, free from the taint of suspicion that he is trying to get a person to do part of his job for free.

Further, a volunteer may sometimes be easier for the target group to relate to. The

28-year-old director of a Senior Companion Program in Michigan, for example, always has a current senior volunteer do the talking when recruiting new people. If the potential volunteer is of a minority group, she has a volunteer from that group make the case. She is often on hand to answer questions, but she trains her volunteers to do the whole process themselves. This brings us to the last question.

8. How will they know what to do?

The last step in preparing for the recruitment effort is to prepare volunteers or staff who will be delivering the recruitment message. In general, you will want them to be able to present the message in a positive way that will appeal to the target group.

In particular, volunteers and staff who will be engaged in making the recruitment effort should be trained in the overall concepts of targeted recruiting with particular attention to the motivational needs of the target group and the benefits most likely to appeal to those individuals.

Because each volunteer has a different combination of motivations for volunteering, the recruiter needs to know something about the likely needs of the target group to do the most effective job of encouraging them to volunteer. If they are likely to be people who want to impress their employers, for example, it would be good if they knew the agency regularly thanks employers for the contributions of their employees.

In identifying the motivational needs of the target group, we make some educated guesses about this, that a young person may be motivated in part by the desire to gain job experience, for example. If we are doing recruitment through one-way communication efforts, such as making formal presentations to service clubs, this may be as far as we get. In the case of methods involving two-way communication—speaking to small groups or one-on-one appeals—we need to train the recruiters to test those assumptions and to listen for clues about the motivations of the individual. This is particularly important when we are using the targeted approach to recruit volunteers from particular groups for the sake of increasing our organization's diversity.

Recruiting for Diversity

Today, many agencies are trying to diversify their volunteer staff, recruiting types of people who traditionally have not volunteered for the agency. Agencies are seek-



ing volunteers who are from various minority groups. Some are seeking a few good men. In such cases, the targeted approach is helpful.

When recruiting a target group for its own sake, the sequence of steps would be different, however. In this case we start with a group already defined rather than with a job to be done. After identifying the likely motivators of the target group (in step five), we should then go back and design jobs that would appeal to those motivations. Remember, the nature of the job is the most important factor in motivating people to volunteer some of their free time for your agency.

Nonetheless, remember that each individual from the target group is unique. We may be reasonably safe in assuming that, as a group, most seniors are patriotic, for example, but this is a dangerous assumption to make about any individual senior volunteer.

Even if your targeted appeal focuses on a given motivational theme, it is best to test your assumptions about the individual who responds to the appeal. Spend some time with her to find out what kind of benefits might appeal to her, perhaps suggesting a few from the list above. Identify some things the potential volunteer is concerned about and enjoys doing, and other clues to what it is she wants to do. This may lead to the modification of the existing job description or the creation of a whole new job.

For example, a person might be recruited because he is a singing star in our city, and we want him to help us out in fundraising through his contacts in the entertainment industry. As the recruiter talks to him, she gets the feeling that he isn't very concerned with the problems our agency addresses and that he feels the effort we are proposing will just be more work. In listening to him, however, she discovers that what he really has always wanted to be was an accountant, that while he was

studying accounting in college he sang in a band to work his way through school, became a star and got sidetracked from his life's ambition. The recruiter knows that the agency needs help in accounting for its finances, and asks him if he would be interested. The agency hasn't considered recruiting a volunteer for accounting, but he seems much more enthusiastic for this job than the fundraising idea, so this forms the basis for developing a new job description.

In recruiting for diversity, don't overlook the key role of the spokesperson. A good place to start is with the board of directors of your organization. If you want to recruit African Americans as volunteers, for example, it is helpful if that group is represented on the board (and in the paid staff). Those in board roles can be used as the spokesperson in step seven. ■

Recruiting for Difficult Positions

(Continued from page 23)

may sound. For many reasons, short-term volunteering is not as rewarding as long-term—it doesn't provide the emotional satisfaction of really being a part of something and watching it succeed. Many short-termers may be engaging in sporadic volunteering as a sampling technique until they find the volunteer position which is right for them, practicing "comparison shopping." To take advantage of this, a smart volunteer administrator should develop a series of entry-level, short-term jobs that provides volunteers with the opportunity to see how they like working with the agency, its staff and its clientele. Once the volunteer is working in these jobs, the volunteer administrator should work on retention, slowly grooming the volunteer for more work and ensuring that the volunteer truly enjoys the work he/she is doing. Volunteers are curiously rational: They won't stay in jobs that aren't enjoyable, and they will stay in those that are.

The final answer to the long-term/short-term split may be quite simple. We all have the same amount of time; the key issue is whether the job situation is worth what is being asked. The best method for recruiting for difficult positions may simply be that old stand-by—effective volunteer management. ■

Books

Volunteering's Past and Present

Reviewed by Steve McCurley

YOU CAN MAKE A DIFFERENCE! Marlene Wilson. Boulder: Volunteer Management Associates, 1990. 210 pp. \$9.95 + \$2.75 shipping/handling. Available from: Volunteer Readership, 1111 N. 19th Street, Suite 500, Arlington, VA 22209, (703) 276-0542.

BY THE PEOPLE: A HISTORY OF AMERICANS AS VOLUNTEERS. Revised edition. Susan J. Ellis and Katherine H. Noyes. San Francisco: Jossey-Bass, 1990. 432 pp. \$22.95 + \$4.25 shipping/handling. Available from: Volunteer Readership, 1111 N. 19th Street, Suite 500, Arlington, VA 22209, (703) 276-0542.

Marlene Wilson has gracefully made the transition from being a simple consultant and trainer to being a leader and spokesperson in volunteering. One of the marks of her stature is that across the field she is known simply as "Marlene," having achieved a degree of recognition that makes a second name superfluous. Her newest book examines the current state of volunteering and provides, as the cover says, "a celebration of the spirit of giving and a guide for those who want to take a step toward a more fulfilling life."

YOU Can Make a Difference! is an interesting guide, reflecting as do all of Marlene's books, a wide reading across many disciplines. It has some of the most interesting quotations you will find anywhere, ranging from Ashley Montagu's

Steve McCurley reviews books regularly for VAL. His article, "Recruiting Volunteers for Difficult Positions," appears on page 22.

touching anecdote of a kindness done to him as a young child, which led him into anthropology, to the succinct statement from the volunteer program at Apple Computer: "Your life is busy—but is it full?" There are times when you believe that Marlene has been stealing from George Will's research staff, since it isn't

Rather than covering client groups or subject areas, the book's various chapters are organized around different motivations that might prompt one to volunteer.

all that often that you run into quotations from William Hazlett anymore, not to mention Rilke, Montaigne, the learned T.H. Huxley and that paragon of classicism, John Wayne.

Marlene has arranged this guidebook in what may be a unique fashion. Rather than covering client groups or subject areas, the various chapters are organized around different motivations that might prompt one to volunteer. Thus, chapters have titles such as "Reaching Out When You're Lonely or in Transition," "Putting

Your Beliefs into Action," "Sharing Your Lifetime Experience," etc. This arrangement is particularly effective, since it allows the discussion in each chapter to cover stories and examples of both organizations and groups who exemplify that motivation as well as cover examples of particular volunteers and the feelings that prompted them to become involved. The book thus becomes a unique blend of fact and feeling, much like Marlene's training style, conveying information while at the same time communicating the spirit behind the activity.

YOU Can Make a Difference! would make an interesting and useful Christmas gift for someone who is considering volunteering, as well as a handy guide for those who wish to learn not only what is going on in volunteering but also why it is happening.

* * * * *

Ellis and Noyes, on the other hand, give us a picture of the past rather than the present in their revised edition of *By the People*, a work that has long been the definitive text on the history of volunteering in America since its initial publication in 1978 and now has become only more definitive in its revised edition.

By the People demonstrates that if you write well enough you can be both authoritative and fascinating at the same time. Part of the authoritative nature of this book is its seemingly inexhaustible supply of examples and quotations, all of which combine to give a portrait of the American nation and the spirit and activities of the people who founded it. Some of the quotations are absolutely amazing, such as this commentary on the instructions printed on the tickets of early railroad companies: "'Passengers must assist the conductor on the line or road whenever called upon.' This might mean helping to drive buffalo off the tracks, jacking the train back on the rails in case of a derail, and fighting off both Indians and train robbers." *By the People*, you must understand, takes the wide view of volunteering, even if they don't make volunteer jobs like they used to anymore.

In my mind, the particular value of *By the People* is only apparent upon reflection. One of the sad facts about volunteer management is that most practitioners arrive in it as a career only by accident, as an entry-level job or as an add-on responsibility in route to their initial goal in life.

(Continued on page 33)

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A Common-Sense Manual for Finding, Training and Keeping Volunteers. By Susan Duffy, Richard Offner and Dana McMurray. Montana University Affiliated Program, 52 N. Corbin Hall, University of Montana, Missoula, MT 59812, (406) 243-5467, 1983. 40 pp. \$3.50 pre-paid.

Find ways to recruit volunteers for your specific needs in this booklet. Also covers effective training and supervision of volunteers and ways to keep them.

Volunteerism: The Directory of Organizations, Training, Programs and Publications - 1990-91. Third edition, Harriet Clyde Kipps, editor. R.R. Bowker, PO Box 762, New York, NY 10114-0418, (800) 521-8110. 1,000 pp., \$75.

A single-source reference covering the full range of volunteer organizations—over 5,300 national, regional, and local associations—listing detailed information by subject and geographic areas and administrative/organizational resources.

Reaching Out: America's Volunteer Heritage. W. K. Kellogg Foundation, Communications Dept., 400 North Avenue, Battle Creek, MI 49017-3398, (616) 969-2009. October 1990. Free.

This new book is an anthology of volunteer initiatives funded by the Kellogg Foundation. Nearly 50 projects are profiled.

The Servant Sampler. Robert Greenleaf. The Robert K. Greenleaf Center, 1100 West 42nd Street, Suite 321, Indianapolis, IN 46208, (317) 925-2677. \$30 plus \$3 postage & handling.

A collection of eight essays and the book, *Teacher as Servant*, by Robert Greenleaf, a lifelong student of organizations. The objective of his essays is to stimulate thought and action for building a better and more caring society. Based on the servant-leader concept, his writings emphasize increased service to others, a holistic approach to work, promoting a sense of community, and the sharing of power in decisionmaking.

Training Programs for Shelter Managers, Staff and Volunteers. Henry Street Settlement. Materials Resource Center, Office of Human Resource Development, New York State Dept. of Social Services, 40 N. Pearl Street, Albany, NY 12243, (800) 342-3715. Two parts: Training Curriculum, 186 pp.; Trainer's Guide, 106 pp., 1987. Available for free three-week loan.

This comprehensive two-part training curriculum on serving homeless families includes a notebook for trainees and a training guide for trainers. Developed to train managers, staff and volunteers skills in family shelter development and administration, it includes information on how to relate effectively to homeless persons, social service intervention, advocacy and entitlements.

Progressions. Lilly Endowment Inc., PO Box 88068, Indianapolis, IN 46208, (317) 921-7313. Magazine. 20 pp. August 1990. Free copies while supplies last.

This beautifully illustrated special issue of the Lilly Endowment magazine focuses on America's voluntary sector. It includes articles on philanthropic tradition, religious roots, the voluntary sector, the profession of fundraising, and the way people give. A select bibliography of sources closely related to articles published in the magazine is listed on the back cover.

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Compiled by Cindy Vizza

Books

(Continued from page 29)

The consequence of this "involvement by accident" is a certain absence of grounding in the real significance of what they do, particularly for those involved in programs which are not themselves greatly recognized. As you read *By the People*, you watch the growth and development of volunteers from the initial individual helping activities such as barn-raising, through the creation of the early social service agencies (usually by a volunteer) to the current organized social services and community action volunteer programs. And you begin to realize that what is now happening in volunteering is very much a part of that two hundred-year-old tradition of America, and is very much an important part of that tradition if not the very embodiment of its spirit.

Do not, however, get the notion that *By the People* is a scholarly but dull tome. It has far too many strange and wonderful examples to ever be boring. One of my favorites is the story of the American expatriates in England in World War II who volunteered to form their own unit in the civilian defense group, the Home Guard. In appropriately insouciant volunteer fashion, they armed themselves with Thompson submachine guns and called themselves "The Gangsters." Hitler, obviously, didn't realize what he was up against.

By the People even has useful management advice from the past. Of still current assistance is the story of the midwestern city in the 1920s that wanted to stop small boys from hopping onto passing trucks. The town created a committee to work on the problem and appointed a small boy chairman, for who else would know more about the problem?

I've saved the best for last. The most amazing accomplishment in *By the People* occurs on pages 350 and 351 where Ellis and Noyes have created a chart outlining the permutations, mergers, name changes and relationships of the major national organizations involved in volunteering during the last 25 years. If you have ever wondered who all those national organizations are and where they came from, then this chart is for you. It is infinitely more understandable than the organizations themselves and probably should be turned into a poster and distributed as a membership benefit by some of the still-existing groups. ■

The Adventure of Adolescence: Middle School Students and Community Service. Catherine Rolzinski. Youth Service America, 1319 F Street, NW, Suite 900, Washington, DC 20004, (202) 783-8855. 1990. 139 pp. \$14 for non-affiliates, \$9 for YSA affiliates.

This publication is based on the experience of the YSA 1988-89 Education Forum: Issues and New Directions of Youth Service in the Middle Grades. Details are provided on specific model programs across the country where schools and communities have collaborated to provide community service programs for middle grade students. The book also describes how community service can be an effective intervention strategy for addressing the broad range of "at risk" factors including the problems of drop-outs, drugs, poor academic achievement, adolescent pregnancy, and gang involvement.

Minnesota Youth Community Service—A Growing Movement. Minnesota Office on Volunteer Services, Department of Administration, 500 Rice Street, Saint Paul, MN 55155, (612) 296-4731. Public Hearings White Paper, March 1988. 12 pp. Call or write for ordering information.

This "white paper" on youth community service highlights some of the significant historical and ongoing initiatives related to Minnesota's efforts to explore the youth community service movement.

Youth Community Service Bubbles Up All Over Minnesota. Minnesota Office on Volunteer Services, Department of Administration, 500 Rice Street, Saint Paul, MN 55155, (612) 296-4731. White Paper, April 1990. 8 pp. Call or write for ordering information.

The sequel to the March 1988 white paper, *Minnesota Youth Community Service—A Growing Movement*, looks at some of the significant accomplishments and ongoing initiatives for Minnesota youth community service. It covers the state's vision for youth community service policy, legislative support and funding, the board of education's role, state task force and governor's blue ribbon committee, and training support for organizations.

Partnerships in Education: Measuring Their Success. InfoMedia Inc., 1132 Gershwin Drive, Largo, FL 34641, (813) 536-5454. \$24.95 plus \$3 shipping & handling.

This book focuses on the measurement, evaluation and impact of school-business partnerships. Twenty-four case studies are presented where the measurement and evaluation aspects have been key to the programs' success. A special "results" section within each case study offers a quick read of the impact and results of the partnership.

Perspectives on the Small Community: Humanistic Views for Practitioners. Emilia E. Martinez-Brawley. National Association of Social Workers, Inc., 7981 Eastern Avenue, Silver Spring, MD 20910, (301) 565-0333, 1990. 161 pp. \$18.95 plus 10% postage & handling.

This book focuses on the positive aspects of working in small communities such as community pride and traditional values as well as the negatives such as lack of anonymity and confidentiality. Human service practitioners will find this resource an invaluable tool for social science research on community theory.

Directory of Building and Equipment Grants. Research Grant Guides, Dept. 3A, PO Box 4970, Margate, FL 33063, (305) 753-1754. 1990. \$34.50 plus \$4 handling.

Lists 538 funding sources for equipment, building and renovation grants, including profiles on the foundations, corporations, federal programs and associations that provide such grants. More than \$4.8 billion worth of grants for items like computer software, typewriters, telephones, computers, office supplies, copiers, furniture, video, and more. Grant information is listed by areas of interest.

WHAT'S IN A \$ALARY?

The average salary of a volunteer coordinator in 1990 is \$20,863, according to a survey conducted by the Technical Assistance Center

A survey of 704 nonprofits across the country by the Technical Assistance Center, Denver, concerning wages and benefits revealed that:

- About 90 percent offer professional staff at least two weeks of paid vacation after one year of service.
- A little more than half of the agencies offer between nine and 11 paid holidays.
- Typical sick leave policy is 12-15 paid days, and typical funeral leave policy is 3-5 paid days, if needed.
- About 62 percent offer pension plans to professional staff, while some 58 percent offer pension plans to support staff.
- 93 percent offer health insurance to professionals; 90 percent to support staff. Seventy-six percent offer health insurance to the families of professionals, 74 percent to families of support staff.
- 71 percent offer dental coverage.
- 60 percent offer disability coverage to professionals; 58 percent offer it to support staff.
- 40 percent offer credit unions.
- 59 percent offer flextime.
- 51 percent offer educational assistance.
- 6 percent offer child care.

In addition, the survey produced the following salary findings:

Position	Average 1990 Salary	Lowest Reported	Highest Reported
Executive Director	\$49,443	\$12,000	\$300,000
Deputy Director	\$39,602	\$ 7,000	\$245,000
Development Director	\$35,155	\$14,223	\$ 94,000
Controller	\$33,472	\$ 9,914	\$100,000
Department Director	\$32,176	\$ 7,280	\$179,000
Branch Director	\$32,111	\$ 8,424	\$ 96,000
Program Specialist	\$23,096	\$ 7,800	\$ 70,000
Volunteer Coordinator	\$20,863	\$ 8,600	\$ 48,000
Office Manager	\$20,263	\$ 6,968	\$ 45,000
Technician	\$19,749	\$ 7,000	\$ 60,000
Bookkeeper	\$18,800	\$ 7,800	\$ 60,000
Secretary	\$16,394	\$ 7,051	\$ 40,000
Maintenance Worker	\$14,942	\$ 7,000	\$ 32,997
Receptionist/Clerk	\$13,520	\$ 7,200	\$ 25,000

The 1990 National Nonprofit Wage & Benefits Survey is available for \$79.95 by writing Technical Assistance Center, 1385 S. Colorado Blvd., Suite 504, Bldg. A, Denver, CO 80222; (303) 691-9610.

VOLUNTEERS



THE WAVE OF THE '90s

Courtesy of the Arkansas Division of Volunteerism, this issue's poster was designed by Carolyn Dowling for Arkansas Volunteer Month. You may use this camera-ready art for your volunteer recruitment/recognition purposes.

TO CHANGE YOUR ADDRESS—USE YOUR LABEL FOR FAST, ACCURATE RESPONSE

Attach
your
label
here

<input type="checkbox"/> or check here if label appears on back of this form.

New Address

Name (please print) _____

Address _____

City/State/Zip _____

Return to: Voluntary Action Leadership, 1111 N. 19th St., Suite 500, Arlington, VA 22209, ATTN: Subscription Dept.

Calendar

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

- Nov. 7-11 **Arlington, VA:** *National Symposium on Partnerships in Education*
Sponsored by the National Association of Partners in Education.
Contact: National Association of Partners in Education, (703) 836-4880.
- Nov. 14-16 **Pittsburgh, PA:** *Launch '90: Retiree Leadership Conference*
Sponsored by the National Retiree Volunteer Center, this conference will challenge American corporations to recognize their retirees as a powerful asset that can be empowered to address and impact corporate responsibility goals.
Fee: \$350
Contact: National Retiree Volunteer Center, 607 Marquette Avenue South, Suite 10, Minneapolis, MN 55402, (612) 341-2689.
- Nov. 15-17 **Salt Lake City, UT:** *Literacy Volunteers of America Conference*
The conference theme is "Blazing New Trails . . . Reaching New Heights."
Contact: LVA, 5795 Widewaters Parkway, Syracuse, NY 13214, (315) 445-8000.
- June 6-8 **Edmonton, Alberta, Canada:** *Vitalize '91: A Provincial Volunteer Conference*
Sponsored by the Wild Rose Foundation, an Alberta government foundation, Vitalize '91 will provide opportunities for volunteers to gain information ranging from volunteer boards and committee members to nonprofit community service organizations.
Contact: Winston McConnell at (403) 422-9305.
- 1991**
- April 21-27 **Nationwide:** *National Volunteer Week*
Sponsored by The National VOLUNTEER Center, the 1991 theme is "Volunteers—Hearts at Work."
- Apr. 27-30 **Boston, MA:** *Tenth Annual Conference of the National Court Appointed Special Advocate (CASA) Association*
A chance for CASA volunteers, program staff, judges, attorneys, social workers, and other child advocates to join forces for abused and neglected children.
Fee: NCASAA early registration - \$175; after March 15 - \$250; non-members early registration - \$225, after March 15 - \$300.
Contact: National CASA Association, 2722 Eastlake Avenue East, Suite 220, Seattle, WA 98102, (206) 328-8588.
- June 16-19 **Nashville, TN:** *The National VOLUNTEER Conference*
Sponsored by The National VOLUNTEER Center. Preliminary brochure available at end of year. Watch VAL for details.



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