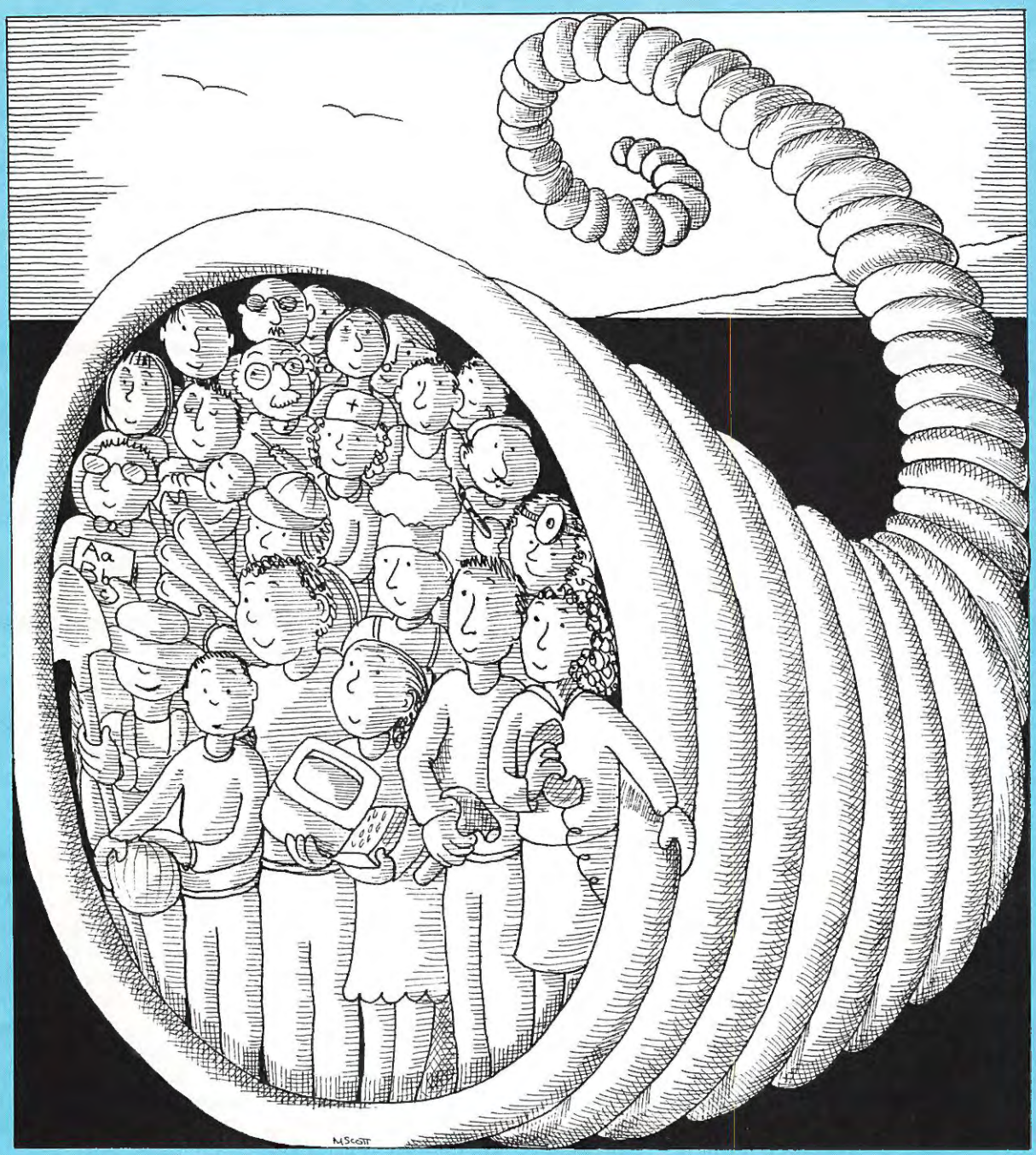
Voluntary Action Leadership

FALL 1991



'Don't Forget the People'

As I See It

Don't Forget the People

By Nora Silver

Life's most persistent and urgent question is, "What are you doing for others?"
—*Martin Luther King, Jr.*

It all starts with the people. Organizations—simply put—are groups of people who have come together over a common cause. And in community agencies, our cause is generally providing a service to people through the power of (largely) unpaid people called volunteers.

What we are about is people helping people.

So—when we ask questions about volunteerism, let's start with remembering who volunteers are—they are people, first.

The Questions

1. Motivation

"How can we motivate people to volunteer?" After a Ph.D. in psychology (clinical and organizational), a license in counseling, and 21 years of experience in education and human services, I have learned—and am convinced—that people do not motivate other people. Rather, *people motivate themselves.* And in volunteerism, we are fortunate, for people *are* motivated. Just listen to what they're telling us:

- Seventy-five out of 100 adults in this country think that people *should* volunteer to help others. (INDEPENDENT SECTOR, 1988)
- Fifty-four out of 100 of them already do so! (INDEPENDENT SECTOR, 1990)
- More people volunteer than vote!
- Eighty-seven percent of those people who reported being asked to volunteer last year, did volunteer. (INDEPENDENT SECTOR, 1990)

What we have here is *not* a problem of motivation, but rather a challenge to our organizations to respond to an expressed interest in volunteering. Our job is to help people with "how-to" rather than "if" or "whether-to" volunteer. We've already gotten our first "yes!" Our real challenge lies in involving and utilizing people well.

2. Getting Volunteers: Recruitment

"How do we go about recruiting volunteers?" First, by knowing who they are. I'd like to suggest that everyone is a potential volunteer. Thus, we need to know, "Who is everyone?" And luckily we have some answers, so let's look at what you need to know about today's volunteers:

- Roughly half of volunteers are women, and half are men (INDEPENDENT SECTOR, 1990). So, if you're having trouble getting men, it's not because they're not volunteering.
- Most of us (volunteering or not) are working (INDEPENDENT SECTOR, 1990 and U.S. Census, 1990). Have you expanded your evening and weekend volunteer opportunities?

I have learned—and am convinced—that people do not motivate other people. Rather, people motivate themselves.

- Our demographics are shifting, with major trends including:

—The graying of America, with the fastest-growing age groups including people 85+, those 75-84, and those 25-44 (commonly known as baby boomers)—but don't forget to get ready for the "baby boomlet" of those under 5 years old (U.S. Census, 1990).

—Our growing multicultural diversity, with the fastest-growing ethnic groups (as a result of higher birth and immigration rates): a diverse group of peoples categorized as "Asian-American/Pacific Islanders," ranging from long-time American citizens to newly immigrated people from different countries, speaking different languages and observing different customs. Did you know, for instance, that the largest-growing Asian sub-group in the U.S. between 1980-1990 was the Hmong peoples from Laos (U.S. Census, 1990). Also, those "of Hispanic origin"—another group of persons from different countries of origin, and most notably between 1980-1990, immigrating from Latin American countries other than Mexico, Cuba and Puerto Rico (U.S. Census, 1990). Finally, although not the fastest-growing ethnic groups, the African-American and Native American communities continue to grow at rates higher than those of the Caucasian population.

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Nora Silver is an organizational consultant and trainer with 21 years of experience in working with diverse community organizations. She consults with organizations on board, volunteer program and organizational development, and has presented keynote addresses and workshops at local, regional and national conferences. She holds a Ph.D. in organizational and clinical psychology, and is the author of the book, At the Heart: The New Volunteer Challenge to Community Agencies. *She currently serves as director of The Volunteerism Project, a special three-year project of The San Francisco Foundation, The James Irvine Foundation and United Way of the Bay Area in collaboration with six local Volunteer Centers—the goal of which is to strengthen volunteerism in the San Francisco Bay Area.*

Voluntary Action Leadership

FALL 1991

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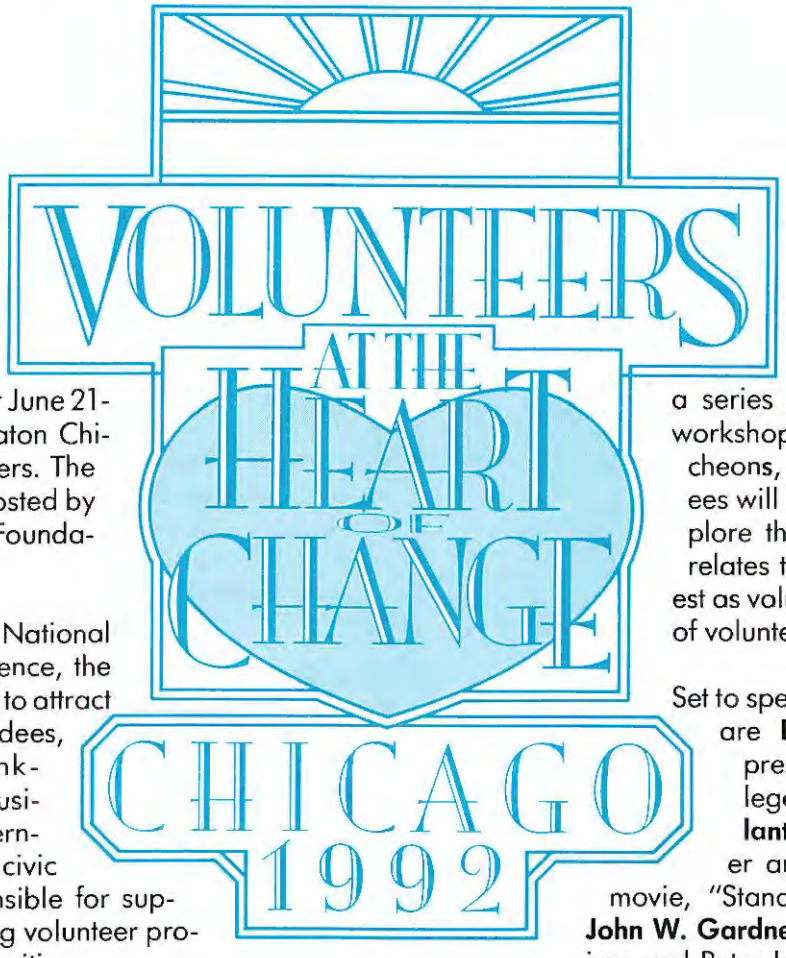

"Volunteers At the Heart of Change" is the dynamic theme selected for the 1992 National Community Service Conference set for June 21-24, 1992 at the Sheraton Chicago Hotel and Towers. The Conference will be hosted by the Points of Light Foundation.

Formerly entitled The National VOLUNTEER Conference, the gathering is expected to attract 1,000 to 1,200 attendees, stimulating the thinking of nonprofit, business, school, government/military and civic organizations responsible for supporting and managing volunteer programs in their communities.

During the Conference participants will have the opportunity to discuss and explore creative volunteer solutions already being applied to solve serious social problems in America's cities and towns, particularly problems that relate to children.

"Already, this looks like the biggest and best conference ever," said Carol Stone, president of the Orange County (Calif.) Volunteer Center. "The planners are coming up with leading edge topics and presenters to make my time worthwhile."

According to Conference organizers, plans are being made to showcase the best and brightest examples of volunteers as community problem solvers while sharing the vital ingredients necessary for successful volunteer programs.

Collaboration, Diversity, Innovative Management and **Values** are the four Conference plenary topics. Through a series of "mini" plenaries, workshops and regional luncheons, Conference attendees will have a chance to explore these themes as each relates to their area of interest as volunteers or supporters of volunteer programs.

Set to speak at the Conference are **Dr. Johnnetta Cole,** president, Spelman College; **Mr. Jaime Escalante,** outstanding teacher and subject of the hit movie, "Stand and Deliver"; **Dr. John W. Gardner,** holder of the Miriam and Peter Haas Centennial Professorship in Public Service; **Mr. Peter C. Goldmark,** president, Rockefeller Foundation; and **Dr. Harold "Bud" Hodgkinson,** director, Center for Demographic Policy.

Hotel reservations are now being accepted directly at the Sheraton for a special conference rate of $89 single, or $99 double room. The Sheraton Chicago Hotel and Towers is located at 225 North Michigan Avenue, Chicago, IL 60601. The telephone is (312) 464-1000.

For further information on the conference, contact:
The National Community Service Conference
Points of Light Foundation
P.O. Box 66534
Washington, DC 20035-6534
(202) 408-5162

Voluntary Action NEWS

Volunteers and the U.S. Holocaust Museum

By Judy Haberek

Sometime in the spring of 1993, a story-telling museum will open near the National Mall in Washington, D.C. The story it will tell will be the story of Jews targeted for annihilation by Nazi Germany, along with other victims—Gypsies, Poles, the handicapped, homosexuals, Jehovah's Witnesses, political and religious dissidents and Soviet POWs.

The United States Holocaust Memorial Museum will be a 250,000 sq. ft.

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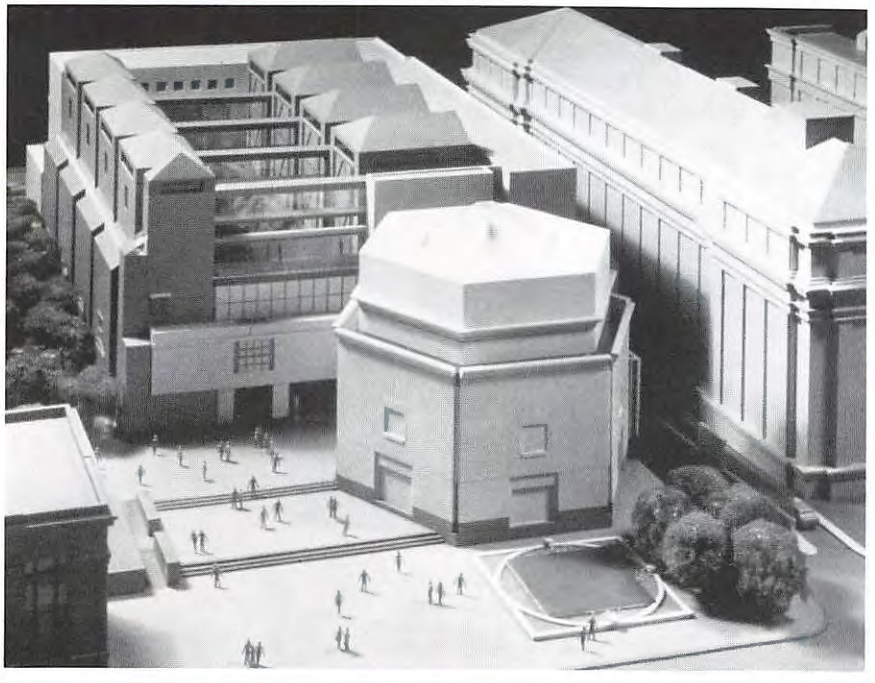


The United States Holocaust Memorial Museum, a new national landmark, will be only 400 yards from the Washington Monument. At the heart of the National Mall, it will stand as a reminder and warning of civilization's dark side.

VOLUNTEER, Points of Light Foundation Merge

On September 30, The National VOLUNTEER Center merged with the Points of Light Foundation "to establish a more effective force for promoting community service throughout the nation," according to Richard F. Schubert, president and chief executive officer of The Points of Light Foundation, and George Romney, VOLUNTEER chairman, who announced the merger on September 10, 1991.

The Points of Light Foundation, founded in May 1990, is an independent nonprofit organization dedicated to engaging every American in meaningful community service aimed at solving serious social problems such as homelessness, hunger, illiteracy, drug abuse and at-risk youth.

The National VOLUNTEER Center, through its network of local Volunteer Centers, has for more than 20 years worked with major corporations, other volunteer organizations, and local, state and federal government agencies to establish volunteer recruitment and training programs.

Approved by both organizations' boards of directors in early September, the merger gives the Foundation access to VOLUNTEER's nationwide association of nearly 400 Volunteer Centers and 55 local volunteer councils made

up of 1,900 corporations. VOLUNTEER is expected to benefit from the Foundation's greater visibility and association with the growing public interest in community service as a way of redressing social ills.

POINTS OF LIGHT
FOUNDATION

Schubert cited several reasons for the merger.

"The Foundation and VOLUNTEER are committed to raising awareness for meaningful community service through volunteerism," he said. "Together, we can be twice as effective, twice as efficient, and twice as persuasive in helping solve this nation's serious social problems through community service."

Romney, VOLUNTEER chairman for 17 years and former governor of Michigan, initiated the merger talks late last year. A lifelong volunteer advocate, Romney felt the Foundation offers the national platform vital for elevating the community service cause.

"Meaningful social change through volunteerism must occur in America's neighborhoods, towns and cities," Romney said. "Joining the Points of Light Foundation gives our Volunteer Centers and their grassroots efforts a major boost. This merger is good for us, the Foundation and the nation."

The decision to pursue a merger vigorously was made in March when an "Agreement in Principle" was adopted by both boards. Their acceptance set the stage for several months of intensive negotiations which led to the merger announcement.

According to Schubert, the merger gives the Foundation an enhanced ability to reach communities through the Volunteer Centers and local corporate volunteer councils. Responsibility in the Foundation for working directly with those entities will now fall to a newly created unit comprising former National VOLUNTEER Center staff members who will become Foundation employees as a result of the merger. A chief operating officer, appointed by Schubert, will direct the National VOLUNTEER Center unit.

Holocaust Museum

(Continued from page 1)

building that will include a permanent exhibition on the "final solution" and two special exhibition galleries for changing displays. It will also include a "Hall of Knowledge"—an interactive computer system to give visitors a chance for self-directed learning.

A Hall of Remembrance will serve as the national memorial to the victims of the Holocaust. A library/archives is expected to have 20,000 volumes by the time the museum opens to the public, and two auditoriums will be available for films and lectures and other events.

In a way, almost the entire museum will be a direct result of volunteer efforts. For instance, although the government donated the land in Washington, D.C. for the museum, it donated no funds. The entire $147 million needed for the project must come from individuals, families, corporations, trade unions and foundations.

Also, the museum's curator put out an appeal a year ago for artifacts of the Holocaust. Since then, about 10,000 gifts have streamed in from Holocaust survivors who volunteer to donate their memories and items saved from that period.

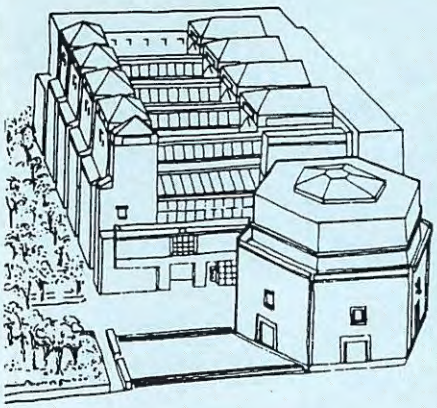
Typical of these volunteers is William Luksenburg. Hanging in the back of his closet for the past 40 years was the concentration camp jacket he was wearing when American soldiers liberated Flossenberg concentration camp in 1945.

This and other every-day objects will make up much of the permanent exhibit. The museum is looking for things that document Nazi crimes, resistance efforts and life in the camps. It is not looking for guns or flags and uniforms with swastikas, because it is not a museum of Nazi history or World War II. It is, however, collecting oral histories of survivors, along with photos and other more traditional materials.

The Holocaust museum will be perhaps the most unusual museum in existence, for no other reason than it is dedicated to a tragic event, whereas museums typically celebrate achievements of humanity, rather than failures. It will surely be the only museum to issue identity cards. Visitors will be able to activate a computer and receive an identity card of an actual person that matches the visitor's age and sex. Computers will update the identity cards as a visitor goes through the exhibits, so that by the end of the visit, the person will know whether the person documented on the card lived or died. Most died.

A centerpiece of the museum will be made entirely by the volunteer efforts of children. It is a "Wall of Remembrance" consisting of 6,000 ceramic tiles hand painted by U.S. school children. These six-by-six-inch tiles are the last exercise in an educational kit to guide teachers through the history of the Holocaust. It has been sent to 298 schools in 38 states

Volunteer (right) guides visitors to U.S. Holocaust Memorial Museum offices through one of three large scale models of the Museum's permanent exhibition.



so far. Children paint their impressions after they conclude their history lesson based on the kit. About 45,000 tiles have been distributed and 8,000 painted ones have been returned. The wall will serve as a memorial to the approximately 1,500,000 children murdered by the Nazis.

Volunteers are also playing a role in the preparations for the opening of the museum. Bob Tracy, for instance, helps raise funds for the museum by conducting groups through an explanation of the museum using a museum model on display at the offices of the U.S. Holocaust Memorial Council.

This portion of the project began when the senior fundraiser for the museum realized that the model of the three floors of the permanent exhibit could be used as a fundraising tool, Tracy explained. There is now a core group of 15 to 20 volunteer docents who play host to these groups, giving them a preview of what the museum will be and letting them see what the permanent exhibit will include.

Making people understand the story of the Holocaust is a wonderful way to get potential contributors to make donations, according to Tracy, a real estate developer turned consultant. Tracy found himself with time on his hands because of the slow real estate market and decided to volunteer.

The docents first received training to familiarize them with the museum and the Holocaust. In addition to semiformal training sessions, the group was given written material and tapes to study. Each tour of the model takes 30 minutes to an hour. It includes an explanation of the interactive learning center, which can pnt oral histories and photographs on the computer screen, in addition to typical computer displays.

Volunteers attend meetings once a month to be updated on the museum's progress and changes in exhibits and artifacts. They recently toured a storage facility, for example, which temporarily houses a speed boat used to take 10 percent of the Jewish population from Denmark to Sweden. Volunteers also saw a barracks from Auschwitz, which was taken apart and brought here to be reassembled in the museum. They have also seen the railroad car used to transport victims from Warsaw to Treblinka. That railroad car is already in the museum, because they had to install the car first and then build the walls of the museum around it.

At another meeting, they heard museum photographers discuss where photos are obtained, how they are selected for the exhibits and how they are cared for. Volunteers were also invited to attend biweekly seminars on the Holocaust, but this is optional.

One former docent was spending so much time coordinating others that she became a staff member and is responsible for scheduling tour groups. She will call volunteers and ask them if they are available at a specific time. Tracy reports that volunteers average about one tour every two weeks. Tour groups can range from one to 50 persons. They heard about the tours from mass mailings sent to potential donors by the museum.

Some tour goers are very businesslike, Tracy said, viewing the museum as a purely intellectual exercise.

"Others—particularly the survivors—tend to have a much more emotional reaction," he said, "often becoming teary through the tour. There are those who are critical, contending that too much or not enough attention is being paid to the non-Jewish victims of the Holocaust, what the museum refers to as the "mosaic of victims."

The identity cards garner the most consistently favorable comments, Tracy reports.

As a result of his volunteer work, Tracy said that he has a far greater understanding both intellectually and emotionally about the Holocaust. He also admires the thought going into the museum, which presents a unique set of problems. How do you show the lethal gas going through the shower heads and the crematoriums, for instance? In this instance, Tracy explained that a model was made by a Polish sculptor for Auschwitz and that model has been copied for the museum.

"Every aspect of the museum required intelligence and sensitivity," he added. For instance, a 4'8" wall was built separating museum goers from the most disturbing portions of the exhibit. That way, young children could not view the most gruesome exhibits, unless their parents allowed them to do so.

One goal of the museum is to get an oral history from everyone victimized by the Holocaust. In a number of years, Tracy points out, there will be nobody left to tell the story. And before, he added, it was too soon and the survivors weren't able to talk about it. For now however, Tracy has the opportunity to participate in something very important and "is proud to be helping in my small way to bring an understanding of the Holocaust to the American people and the world."

Judy Haberek, a writer in the Washington, D.C. area, is a regular contributor to "Voluntary Action News."

ADMINISTRATOR'S CORNER

Reasons to Recruit One

Is there ever a reason to recruit only one volunteer? YOU BET!!

- To edit a newsletter
- To write press releases
- To lead group singing
- To audit the books
- To keep demographic records
- To chair a committee
- To write a training tool
- To take photographs
- To write a play
- To testify as an "expert"
- To write a computer program
- To teach a class/subject
- To organize a tour
- To design a poster/brochure

—Nancy Macduff in Volunteer Today, *August 1991*

What Makes a Good Supervisor?

Ask workers what makes a good supervisor and they will give you this list!

You can use it as a checklist for your volunteers who supervise others or as an evaluation tool for paid staff who supervise volunteers.

1. Provides clear specific instructions on the job.
2. Never plays favorites.
3. Really listens.
4. Provides instructions and equipment needed to do the job.
5. Treats everyone with courtesy and dignity.
6. Praises often and for the specific job done.
7. Coaches through prohlem-solving.
8. Supports with consistent and constant feedback.
9. Takes time to answer most questions about the job.
10. Doesn't try to take over.
11. Asks for feedback on how the project or work is progressing.

—*Nancy Macduff*

Volunteers in Newark, Ohio, unload canoes used to collect debris during a Public Lands Day cleanup along the Licking River. The event was organized by the Newark Litter Prevention and Recycling Program, a local affiliate of Keep America Beautiful, Inc. More than 500 stewardship projects were carried out this year in conjunction with Public Lands Day.

KAB's Public Lands Day Attracts 500 Projects

More than 500 litter prevention improvement and beantification projects participated in Keep America Beautiful's (KAB's) eighth annual Public Lands Day on September 7.

The project encourages lasting public and private sector interest in preserving the cleanliness, beauty, safety and healthfulness of the nation's federal, state, county and municipal lands.

"These areas, often viewed as belonging to the federal, state or municipal government, belong to everyone," said KAB President Roger W. Powers, "and it's our responsibility to see that tbey are preserved for future generations.

"Our Public Lands Stewardship Program continues to grow annually. More and more public/private partnerships are formed every year, benefiting our public beaches, parks, waterways and roadways."

Public Lands Day is modeled after the award-winning Greers Ferry Lake/Little Red River cleanup in Arkansas, which has been co-sponsored for the past 22 years by the Keep Arkansas Beautiful Association and the U.S. Army Corps of Engineers. Public Lands Day is coordinated by KAB's National Advisory Council, which consists of 79 national civic and professional societies and 16 federal agencies with a total membership of 90 million.

The Scottsbluff-Gering United Clean Communities of Nebraska, a KAB affiliate, performed a monument restoration for Public Lands Day. The monument marks the route of a pioneer trail and the resting place of Rebecca Winters, a Mormon who nursed ill settlers.

Keep America Beautiful is a national nonprofit education organization dedicated to improving waste handling practices in 460 certified affiliated communities in 40 states.

A TIP for San Diego Area Emergency Personnel

At times of extreme crisis in peoples' lives, they often need emotional as well as medical or other professional help. This is where the Trauma Intervention Program (TIP) has been so successful that it has won accolades and a $100,000 award from the Ford Foundation and the John F. Kennedy School of Government at Harvard University, which named TIP one of 10 winners of its 1991 Innovations in State and Local Governments Awards.

The San Diego area volunteer program provides immediate, 24-hours-a-day, seven-days-a-week help to victims of all kinds of crises and their families. Soon after arriving at an emergency scene, police, fire, hospital or ambulance personnel may identify a need for a TIP volunteer. After getting permission from the person in crisis, they call TIP, which dispatches an on-call volunteer. The TIP volunteer usually arrives within 20 minutes.

On the scene, volunteers provide emotional support, help arrange for shelter, food, clothing and transportation and notify family, friends and clergy of the crisis. They make necessary phone calls, arrange for clean-up of a scene when necessary, and serve as a liaison between victims and emergency and hospital authorities. They also arrange follow-up services, provide information and referral to appropriate agencies for ongoing help, and follow up with the victim to check on that person's welfare.

They will *not* disclose any information about the call, intrude on the client's life beyond their wishes or give legal, medical, psychological or spiritual advice. After the call is over, volunteers report to TIP headquarters and always send written feedback forms to the police or fire officer who called TIP.

VIP volunteers are not used directly by the general public, so they receive specialized training from police officers and firefighters. In turn, TIP staff frequently provide formal training to police and fire officers so they can get maximum benefit from the program.

Training for volunteers includes 60 hours of lectures, role playing, demonstrations and outside speakers. Police put potential TIP volunteers through the same background checks as their own officer candidates. Volunteers also serve as apprentices to experienced TIP volunteers before going out on their own calls.

The program received 600 calls in its first year of the program (1985-86) and during 1989-90, that number rose to 1,750. Funding for the program comes from six cities, two fire protection districts, two hospital districts, the county coroner's office and a federal military base. The 65 volunteers in the program served 1,900 persons in 1990 and responded to an estimated 95 percent of major trauma cases.

Marilyn Cook is a volunteer who lives in Vista, California, one of the San Diego suburbs included in the TIP callout area. (The others are Oceanside, San Marcos and Carlsbad.) She is a former nurse who has retired with disabilities and who was familiar with the TIP program because of her hospital employment as an emergency room nurse.

Cook has been a volunteer for a little over a year and was a speaker for TIP's first training group when she worked as a nurse. Although she walks with a cane, she volunteers "as my health allows" and commits to a volunteer's typical 12-hour, on-call shift. Many volunteers commit to three shifts a month, she said, although those with fulltime jobs often volunteer for two shifts a month. All shifts are scheduled a month in advance.

Also, a team building meeting occurs once a month on the third Thursday of each month from 7-10 p.m. These meetings often feature a guest speaker or an update from the American Red Cross, for instance, or "other people we're likely to refer victims' families to," she explained.

Each volunteer has a unique way of handling things, she said, although all receive training on emotional issues, domestic violence, rape, death, etc. Most of the calls Cook has experienced involve sudden death. She is disabled due to an auto accident and recognizes the help the program could have been to her mother and children during the accident. "This is one reason why I feel so very strongly about the program," she said.

Many volunteers have been through a similar trauma, she said, and therefore realize how close to home this issue can be. Most of them have had some type of loss such as the death of a spouse or child. "They've healed from it and now are emotionally ready for this program."

Cook has taken calls where a child stopped breathing, for instance, and she worked with the father and babysitter. She has helped several victims of fires.

"You are often at the scene of a fire while the fire fighters are still there," she said. "Your job then is to protect the family from the news media, comfort them and keep them from going back into their house."

In such cases, TIP always calls in the Red Cross. This is a very rewarding experience for the volunteer, Cook said, because you can collaborate with another helping agency.

Some of Cook's most touching calls have involved an elderly person who dies at home and is found by the surviv-

ing spouse. Very often, they find them when they wake up in the morning, she said. Cook is often on the scene before other family members arrive, to help the spouse get through that first couple of hours when the body is still in the house.

In these cases, they have to wait for the coroner's office to clear the death, and volunteers stay until the survivor can arrange for a mortuary. The time is often spent sharing with them, listening to them and looking at picture albums. They also help them deal with informing other family members and will provide information on mortuary resources.

"It's amazing how many people have never made any arrangements," Cook said.

Recently, Cook was called in to help an elderly woman who didn't see well and whose daughter was taken to the hospital with abdominal pains. The woman was left alone while the daughter was in the hospital, so paramedics called TIP. Cook helped the woman take her pills, made her dinner, took care of the family pet and kept in contact with the hospital until the daughter came home later that evening.

The most traumatic calls for Cook have involved suicides. In dealing with the mechanics of that traumatic, brutal type of death, the family is left with initial reactions of anger and deep guilt, Cook explained. "What could I have done?" families often ask. Volunteers help just by being there and listening.

These are usually long visits because they involve the police. The body has to remain in place as it is found, making it a very difficult experience for the family. Often, the person the TIP volunteer is working with also found the body.

"That type of call is very tragic because it usnally involves a person in a younger age bracket," Cook said. Cook noted that in these traumatic circumstances, "people share very intimate details of their lives. When they know you are a volunteer, it's amazing how they will open up."

One problem for volunteers is recovering from their shift. Cook, who lives alone, comes into her house, sits down and lets her cats crawl up on her lap until she calms down. (Volunteers report calls by phone within 24 hours, are debriefed and then file a written report within 48 hours.) Others talk with fellow volunteers if they find it difficult to let go. They can call in the middle of the night, Cook said, because volunteers have made a personal commitment to be ready and willing to be there.

Emergency personnel resisted the program at first, Cook said, hut they found that it does work because it allows a person to let it out and cry. Anger is OK, too, she said, as long as they're not hurting anyone else. Volunteers help by giving permission to the person to start the grieving and healing process.

Somehow, "you always receive more than you get," Cook said. Even when people are in the midst of their deepest sorrow, when it is time for Cook to leave, "they hegin to worry more about me," she said. "We help them grieve and get them to the point where they are in control. I find that very touching."

—*Judy Haberek*

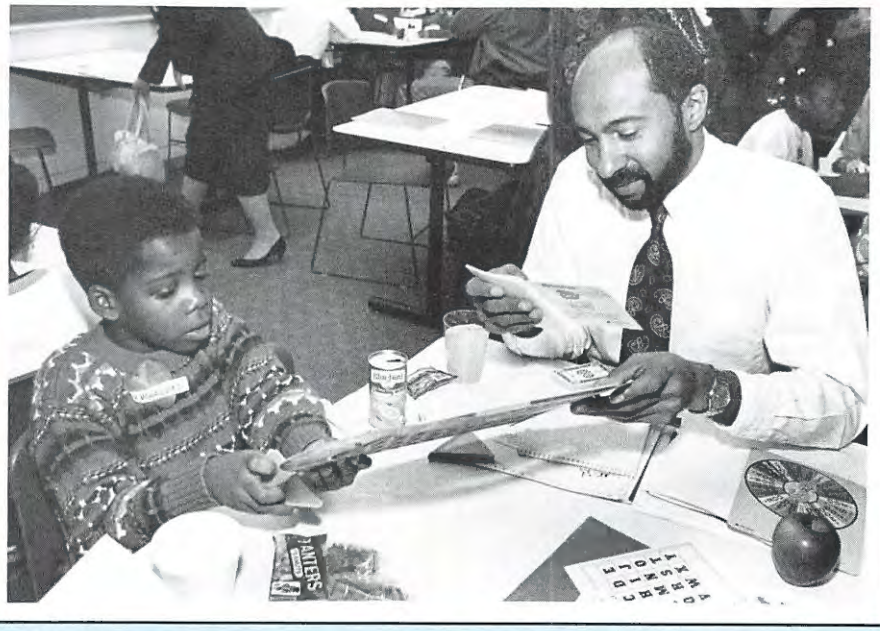
'Learning, Friends and Fun' at CIGNA

In early November, 45 second, third and fourth graders from Durham Child Development Center in Philadelphia met 70 new friends—employees of the CIGNA Corporation who have volunteered one hour each week to work with Durham students through the Learning, Friends and Fun at CIGNA Project.

A festive "get to know you" party highlighted this first session at CIGNA's headquarters. Students and tutors had snacks, participated in fun, one-on-one interviews and shared one special fact they learned about their new friend with a group of more than 100 adults and children.

The Learning, Friends and Fun at CIGNA tutoring project is part of the CIGNA Neighborhood School Partnership, a $1.5 million commitment the CIGNA Foundation has made with five public schools in one Philadelphia neighhorhood. Durham Child Development Center is a Partnership school.

Students and tutors will use their one hour together every Thursday through the remainder of the school year to work on homework, play educational



CIGNA employee Carl Aiyeola and Durham student Qadir Muhammad learn to play a new game at the kick-off of the "Learning, Friends and Fun" program at the CIGNA Corporation.

games that strengthen reading and math skills and talk about any concerns they may have. The project assigns two employee volunteers to each student to guarantee that each week a tutor will be available to work with the child.

"The tutoring project and other educational programs we offer through the Partnership gives our employees a chance to give something back to the community," says Arnold W. Wright, executive director of the CIGNA Foundation. "It's also a way for CIGNA to play an active role in preparing tomorrow's workforce today. We hope to give these students a head start on learning the skills they'll need to become productive, successful working adults."

"We are delighted to be working with CIGNA on this project," said Joyce Kail, principal of Durham Child Development Center. "No other company I know of in Philadelphia is engaged in such a vital outreach program that will help motivate our children. The CIGNA Foundation and CIGNA employees are to be commended for their generosity and commitment."

The 70 CIGNA employee volunteers were trained by staff from the Philadelphia YMCA and will be guided during the tutoring sessions by a Durham teacher. Once a month, CIGNA will host a luncheon session where tutors can discuss successes and concerns with the YMCA and Durham staff.

The Learning, Friends and Fun at CIGNA project is an extension of the "My Friend Taught Me" tutoring program begun in CIGNA company facilities in Hartford, Conn. in 1989. That program now has more than 350 employee volunteers helping 175 minority students master reading and math skills. The Connecticut program is one of the largest on-site tutoring projects in the nation.

1992 NATIONAL VOLUNTEER WEEK: April 26- May 2

DAV—Mainstay of Efforts for Disabled Veterans

By Judy Haberek

Ann Jillian, an advocate for the disabled, spreads cheer on a VA hospital visit arranged by the DAV.

"Treaties are signed and the battles of nations end," the Disabled American Veterans (DAV) say, "but the personal battles of those disabled in war only begin when the guns fall silent. These men and women must struggle to regain health, reshape lives shattered by disability, learn new trades or professions, and rejoin the civilian world."

The DAV has been providing this service to more than a million disabled veterans for 72 years. It employs about 260 specially trained National Service Officers in 67 offices across the country. They provide numerous free services to veterans who need not be DAV members to take advantage of the programs. These officers can help clients in filing disability claims, death benefits, pension and other government benefits.

In the year ending June 30, 1991, DAV national service officers interviewed more than 220,000 veterans and family members and submitted more than 193,000 claims that secured more than $1.2 billion in new and retroactive benefits.

The DAV gave scholarships to 217 children of disabled vets last year. It operates a fleet of 15 office-equipped vans that has brought services to more than half a million vets since the program began in 1974. The group also provides on-the-spot disaster relief to disa-

bled vets caught in earthquakes or other natural disasters.

A cornerstone of the contribution made by rank-and-file DAV members is the service provided patients in Veterans Administration (VA) hospitals. Each year, volunteers contribute more than two million hours of service to hospitalized vets. Another million hours are donated to those in other veterans' facilities, such as nursing homes.

One such volunteer is Clayton Giles. When he retired, he figured there was "no point sitting home watching TV," so he began his volunteer career with the DAV. That was 23 years ago. He still works at the VA Medical Center in Washington, D.C. five days a week.

Giles is a disabled veteran of World War II and Korea and currently operates the information desk at the 750-bed VA Medical Center. He gives directions to visitors, a job he says is even more critical now that the Veterans Administration funding has been cut back by the federal government. When VA personnel were cut, he said, they hired contract employees and some of them "didn't know where the men's or ladies' room was," he added.

Before starting his stint on the admissions desk, Giles provided free coffee to outpatients—a DAV staple at the hospital. They typically serve about 80 cups of coffee a day, he said.

The DAV has the largest number of volunteers at the hospital—about 45 total—but other groups, such as the Veterans of Foreign Wars, American Legion and American War Mothers, also help the veterans.

DAV volunteers at the hospital also do other tasks. They work at an adjacent 120-bed nursing home, escort patients from wards to clinics by wheel chair or stretcher, fill ice pitchers on the wards or take blood samples to the lab. One volunteer is an EKG technician. Others do office work.

If a vet dies, the DAV sends a chaplain to the family's home, because the DAV is also committed to helping widows and orphans. Most of the volunteers who work in the hospital work from one to four days a week and about a half dozen work five days a week, Giles estimated.

The hospital is seeing Vietnam veterans, he said, and a few from Desert Storm trickle in. The DAV had a reception for 13 Desert Storm disabled veterans and started an outreach and counseling program for vets that the VA eventually picked up. Giles used to counsel Vietnam veterans. "Vietnam vets complained that they fought in an undeclared war," Giles said, "but I used to say, 'Son, let me tell you something. Korea was a police action.'"

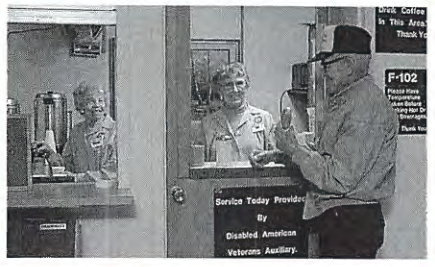
Many volunteers teach in the DAV ski clinics.

A past DAV chaplain, Giles said the "grace of God keeps me going all these years." He still does missionary work in the community and describes his volunteer activities as "a labor of love." It's something you can't describe, he said, but it is most rewarding to help people.

"I don't like to use this overworked phrase," Giles said, "but volunteer work lets me give something back to the community." Volunteers can help just by listening to an individual or cheering them up or letting them know they are not alone, he added. "It's like an extended family."

For example, he mentioned the good feeling he gets from a 96-year-old World War I veteran "whose face lights up whenever he sees me." These old veterans may not be able to move around physically, Giles said, "but they are still sharp and can give you a good story whenever you see them."

A lot of new vets are coming in who have never been to the hospital before, Giles added. What depresses him is "what the politicians are doing to the veterans—cutting budgets and phasing out programs." The VA stopped providing transportation to disabled veterans to and from the hospital, Giles said, so the DAV set up a transportation network to fill the gap. They operate a van for people who can't afford a cab or bus. Since the program began in 1987, DAV volunteer drivers have transported more than 600,000 veterans more than 32 million miles.



Volunteers are always busy in the coffee room.

The DAV was hearing complaints about maintenance of cemeteries, Giles added, so at the national DAV convention in New Orleans this year, the DAV donated $20,000 to the national cemetery system.

No fan of politicians, Giles said that when they come on the scene, "the first thing they cut is veterans, then old folks, then poor folks." Some service organizations play politics, Giles said, but "we are concerned about benefits."

Major League Umpire Larry Barnett enjoys talking with veterans at VA hospitals.

THE DAV AT A GLANCE

- A nonprofit association of 1.1 million veterans who incurred service-connected disabilities while serving in the armed forces in any time of war or conflict, the DAV is funded totally from dues and contributions.
- Nearly 300 veterans' benefits experts, based in 68 offices, help veterans and their families, free of charge, get all the benefits they are entitled to.
- As the largest supplier of voluunteers to the VA medical system, the DAV recruits volunteers to befriend and assist hospitalized veterans through direct contact, recreation programs and staff assistance.
- The DAV maintains disaster and emergency relief funds for disabled veterans caught in a bind.
- The DAV offers educational scholarships, based on merit, for children of disabled veterans who might not otherwise be able to afford the cost of college.
- DAV chapter service projects include transportation of sick and disabled veterans to VA medical centers; assistance to older veterans with basic needs for food, clothing and shelter; help in job placement; and more.
- While the DAV has no PACs and endorses no political candidates, its Washington staff constantly works for new legislation to benefit disabled veterans, their families and survivors and guards against cuts in benefits and programs.

Help for Kids of Desert Storm Troops

While their parents fought in Operation Desert Storm, many children of these military personnel accumulated their own "battle scars" at home. Now that the war is over, the Defense Department is turning to a volunteer-based group to provide after-school programs for these children. It is the first time DOD has funded an outside agency to serve youth of military personnel.

The Boys and Girls Clubs of America has been awarded a $3 million grant by DOD to help an estimated 20,000 young people in about 110 communities. "The Persian Gulf conflict caused a serious disruption in the lives of the children of active duty, Reserve and National Guard personnel," said Jeremiah Milbank, head of the Boys and Girls Clubs of America. All Desert Storm children faced absentee parents, personal anxiety, family stress and fear of the unknown.

"On-base youth centers lost many of their leaders and almost all of their volunteers," Milbank continued. "In addition, children of Reserve and National Guard units are removed from even the basic support and services offered by a base."

The Boys and Girls Clubs will also provide training to enhance existing on-base youth programs for the children of military personnel. About 450 clubs across the country will actively recruit military dependents with public service announcements, newspaper articles, letters and open house events. There will be no charge for military dependents to join the network that includes more than 17,000 professional staff and 69,000 volunteers.

Key programs addressed by the clubs include education, substance abuse, teen pregnancy, youth employment and delinquency prevention.

Of greatest concern to the Defense Department, however, is the impact of the war on Reserve and National Guard dependents. While children of active-duty personnel are trained to have one or both parents away for extended periods and often under perilous conditions, children of Reservists and the National Guard do not have this preparation.

Children of military personnel closely match the clubs' targeted membership profile, so they hope that many of the children will continue membership beyond the two-year period covered by the DOD grant.

—*Judy Haberek*

Insurance

What Your Volunteers Should Know about Liability and Insurance

From the Nonprofits' Risk Management & Insurance Institute

The following questions and answers are excerpted with permission from the Nonprofits' Risk Management & Insurance Institute's pamphlet, "Answers to Volunteers' Liability and Insurance Questions." For a free copy, send a stamped, self-addressed envelope to: NRMII, 1731 Connecticut Ave., NW, Suite 200, Washington, DC 20009.

The first thing to know is that the threat of lawsuits need not keep you from volunteering. Lawsuits against volunteers are rare and actual liability even less common. Moreover, insurance ordinarily can take care of your legal defense and pay a claim on yonr behalf so that your personal possessions and savings will not be at risk.

The next thing to know is that the possibility of a lawsuit is real. Although the laws of some states limit the liability of volunteers, burting another person or damaging property can lead to a lawsuit. Therefore, when you volunteer, you must act with ordinary care to prevent harm. Whetber you are a volunteer board member, tutor, counselor or guide, the law generally requires that you act with the level of care a reasonable person would exercise.

Aren't Volunteers In My State Protected From Lawsuits?

Almost all rules limiting the liability of volunteers are state laws. Congress has never enacted a federal law applying to all volunteers. Because the states have acted independently, the laws differ widely in terms of the volunteers they cover and how much protection they provide.

Unless a volunteer protection law applies, lawsuits ordinarily are based on injuries resulting from "negligence." In this legal context, "negligence" means not acting with the care that a reasonable person would have used. Volunteer protection laws bar suits unless harm results from something more than negligence. These laws change the standard to gross negligence, recklessness, or willful and wanton misconduct.

Aside from using different liability standards, volunteer protection laws also differ in the scope of their application and the conditions tbey impose. Most apply to volunteers of any nonprofit organization, but some are limited to volunteers of charitable or social welfare organizations. Other laws require that the organization itself be insured, and some limit recovery to the amount of insurance the volunteer has.

Will The Organization Protect Me If I'm Sued?

An organization may protect its volunteers with insurance and indemnification (an undertaking by the organization to pay legal costs and any settlement or judgment). Adequate protection may require both indemnification and insurance because of limitations on each, including the reality that indemnification without money to back it up is a hollow promise.

State laws for nonprofits generally require indemnification in some situations, permit it in most, and forbid it in a few. Most states require indemnification for volunteer board members who successfully defend against a claim. Prohibitions against indemnification are generally designed to prevent a volunteer from profiting at the organization's expense. To make full use of indemnification, an organization may need to state in its bylaws that it will indemnify its volunteers in specified situations or to the maximum extent permitted by law.

Several states still have very old indemnification laws that limit their utility and few pertain explicitly to volunteers other than directors and officers. Even in those states, though, insurance together with indemnification usually provides adequate protection.

What Insurance Should My Sponsoring Organization Have?

Increasingly, insurance policies for nonprofit organizations specifically include volunteers. At least as important, more nonprofits are carrying insurance. Depending on what you do as a volunteer, you may be covered under one of four major types of policies: General Liability, Auto, Directors and Officers, or Professional Malpractice.

1. General Liability. The general liability policy, often in the form of a "package

policy" that includes property insurance, is the most common and the most inclusive type of insurance. To determine whether you are covered, check the definition of "insured." This definition invariably includes the organization; it should also specifically list "volunteers." If not, check the endorsements at the back of the policy to see if one of them adds volunteers.

2. Auto. Financial responsibility for motor vehicle accidents lies primarily with the owner of the vehicle. In furtherance of this general rule, states generally require every vehicle owner to carry liability insurance of at least some minimum amount. If you are involved in a collision while driving your own vehicle, most nonprofit organizations will expect you to rely on your own coverage up to the policy limits.

3. D & O. Directors and officers insurance is a very specialized policy that is somewhat misleadingly named. The essence of its coverage is for harm resulting from making policy and managing the affairs of an organization. "Management errors" is a more descriptive name.

This coverage is easily confused with a general liability policy because a single incident may result in claims under both policies. For example, a swimming accident will ordinarily be covered under the general liability policy because it involves bodily injury, even if a board member is named in the suit. If a lawsuit is filed to stop the board from operating a swimming pool, the D & O policy would respond.

4. Malpractice. If you are providing professional services as a volunteer, some form of malpractice or professional liability insurance may he desirable because other types of policies typically exclude professional services. The possibility of professional liability is generally the same in volunteer and employed positions. Even if your volunteer activity is not always regarded as being "professional," you should check for coverage. Personal counseling, financial advising, and referrals may or may not be covered under an organization's other policies.

* * * *

For specific legal questions, there is no substitute for an attorney. Likewise, an insurance professional is best qualified to answer your questions about particular insurance policies and insurer practices.

With full information, you can volunteer with confidence. ■

Advocacy

Advocacy in Arizona

One of the most important roles we play as human services professionals and volunteers is that of advocate. And today, more than ever, it's imperative that our advocacy skills be put to work not only for our own special clientele, but for all people who are in pain, in suffering, or in need.

—*Marilyn M. Boess, Editor/Publisher, Arizona Human Services magazine*

These few words about advocacy were part of the introductory remarks to the October issue of the *Arizona Human Services* magazine, which focused on "a new advocacy in human services." The issue contains

- the anatomy of a major community campaign called "Changing Families, Changing Needs," which sounded the alarm about Arizona's crisis in human services;
- a look at how public perceptions can change about the relative importance of human services issues;
- tips for assuring sound relations with the media;
- an insider's view of advocacy at the Arizona State Senate; and
- tools for strengthening an agency's board leadership skills.

Recognizing the importance of advocacy for human services issues, the Maricopa Association of Governments (MAG) ordered 500 copies of this special issue to send to leaders of Arizona's corporate community.

VAL readers also can obtain a copy by sending $3.00 to cover postage/handling to: Arizona Human Services Magazine, 49 E. Thomas Road, Suite 206, Phoeniz, AZ 85012.

The following excerpt, which describes the "Changing Families, Changing Needs" campaign, was developed by Carol Kratz of the Maricopa Association of Governments and Vance Wilson of Buchen and Company.

"MAG sounding alarm on poverty, housing crisis."

"Human services lacking, leaders told."

"Warning: Families in trouble."

Without a doubt, these headlines were not news to those involved in human services in Arizona. But it was news the public, the government and the business community needed to know.

Not that just an isolated social services agency was in trouble . . . or that an individual family was in crisis . . . or that one service was sorely lacking. The news was—and is—the big picture of human services needs.

The demands placed on the entire human services system had been shortchanged by two decades of rapid growth, which saw the metropolitan Phoenix area alone jump from less than a million to more than two million in population. Adding further fuel to the fire were critical changes in the family structure and the economy: families that live in poverty, even though both parents work. More teen parents, a dismal high school graduation rate, a growing lack of affordable, quality day care. Increasing numbers of adult children caring for their elderly parents as well as their youngsters. A widening—and disturbing—gap between services and needs.

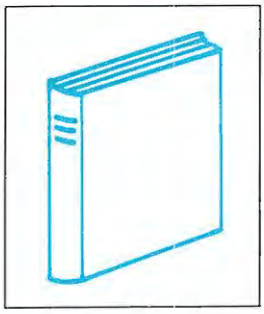
The Alarm is Sounded

The fact that too few people knew just how severe the unmet human services needs are, and how dire the consequences, became clear through the Maricopa Association of Government's annual human services planning process. Each year, MAG's human services planning office calls on the community to look at its key service issues and set some priorities for funding and for program development.

In 1989, MAG concluded that county residents needed to be awakened to the fact that a human services crisis existed in their midst. The time had come to sound the alarm.

That alarm came in the form of an ambitious puhlic information and education campaign called "Changing Families,

(continued on page 29)



The Effective Development of a Volunteer Program

By Ann Jacobson, LCSW

The books highlighted in this section are some of the new listings offered in the 1991-92 Volunteer Readership catalog. The excerpts presented here are reprinted with the permission of the publisher and/or author.

Volunteer Management Handbook for Effective Development of Volunteer Programs. Ann Jacobson, LCSW. Ann Jacobson and Associates, Kansas City, Mo., 1991. 35 pp. $7.50.

Volunteer programs must be well organized if they are to be effective. Careful planning and applying good management practices are as important to volunteer programs as they are to other aspects of a nonprofit organization. Experience has demonstrated that volunteer programs which have been based on careful and systematic planning improve more rapidly and gain more positive results than those which come about through unguided or haphazard efforts.

Generally, the recognition of an unmet need will cause an organization to consider the development of a volunteer program. Identification of the need may come from staff, clients, consumers or an interested person.

To determine whether the need could be met appropriately by volunteers, the following points should be considered:

- Will the work to be performed by volunteers have real significance?
- Will involving volunteers increase or improve the services of the organization?
- Will volunteers help to free up staff to perform their assigned duties?
- Will volunteers supplement and enhance the work of paid staff but in no way replace staff jobs?
- Will volunteer tasks be appropriate for volunteers and will they be satisfying to the individual volunteer?

A volunteer program will only succeed if it has a firm commitment from the administration, be it an agency director, department head, president and/or board. This means that those in charge approve the volunteer program and provide leadership to make sure that it becomes an integral part of the total organization program.

Consideration is given to employing a qualified person as volunteer coordinator who has the ability and experience to work with volunteers. Volunteers are accepted as members of the staff team.

Appropriate consideration is also given to providing adequate office or work space for the volunteers as well as necessary materials, clerical assistance and incidental costs.

When planning a volunteer program it is vital to involve staff, volunteers and clients in the process from the very outset. Staff involvement starts with a needs assessment and planning. When staff can provide input from the volunteer program's inception, they will feel that the program is also "theirs" and will give greater commitment and attention to involving volunteers.

Planning and Organizing a Volunteer Program

Standards and Guidelines for the Field of Volunteerism, published by the Association of Volunteer Bureaus in 1978, outlines the following guidelines for the planning of volunteer programs:

- Plans must be logical and in agreement with the organization's goals and objectives.
- Set short-range and long-range objectives annually, review them periodically and revise them if needed.
- Community commitment to the program or service must be considered.
- Plans must consider the feasibility of implementing the services to be provided.
- Plans should encompass a develop-

WHO ARE TODAY'S VOLUNTEERS?

Retirees
Senior citizens
High school students
College students
College faculty
Executives
Homemakers
Blue collar workers
White collar workers
Newcomers
Parents
Parolees
Professionals
Minorities
Businessmen and businesswomen
Singles

Ann Jacobson is president of Ann Jacobson and Associates, which specializes in consultation and training for nonprofit organizations. Previously, she worked with United Way for 20 years in management positions and served as editor of Standards and Guidelines for the Field of Volunteerism. *She is a former president of the Association of Volunteer Bureaus and founder of the Volunteer Center in Kansas City, Missouri.*

mental design which includes recruitment, placement, training, supervision, record-keeping, evaluation and recognition.

- Completion dates and specific tasks to be performed must be indicated.
- Encourage a plan for public information/public relations.
- Realistic board or committee planning needs to include in-depth deliberation, periodic brainstorming and lengthy discussion.

Effective planning can accomplish the following:

- It can enable the volunteer organization to make the most efficient and effective use of available people and other resources.
- It can provide for continuity of the operation and become a vehicle for management to realize programs and activities.
- It can eliminate overlapping and duplication by being related to all community agencies.

Suggested Steps for Organizing a Volunteer Program in an Agency

- Executive Director, board and key staff review literature on volunteerism.
- The benefits and problems of incorporating volunteer participation in the agency program are discussed by lay leadership and staff.
- Goals, objectives and a budget for the volunteer program are formulated.
- A written plan for volunteer involvement in the agency is formally adopted and endorsed by the board and staff.
- The board officially approves the establishment of a volunteer program and allocation of funds and resources to support the program are outlined.
- A committee on volunteer services is appointed, either as a board committee or as an advisory committee with board representation.
- A director or coordinator of volunteers is employed to administer the volunteer program.
- Written guidelines for operating the volunteer program are developed.
- Jobs and tasks for volunteers are defined and volunteer job descriptions are prepared.
- A volunteer manual is compiled.
- Staff is oriented and prepared for the volunteer program.
- A recordkeeping system is organized and forms are developed.
- An evaluation process for the volunteer program and the individual volunteers is determined.

WHY PEOPLE VOLUNTEER

- To help others
- To feel useful and needed
- For self-fulfillment
- For personal development
- To improve the community
- To occupy spare time
- To meet people
- To gain work-related experience
- For companionship
- To gain recognition
- To work in own area of expertise
- To try something new
- To sharpen unused skills
- To test out interest
- To fill a void caused by retirement

The Volunteer Coordinator

In order to implement the policies and carry out the responsibilities of the volunteer program, the organization needs to employ staff. This position can be given the title of Coordinator or Director. It is a management position and can be paid or non-paid (volunteer) position.

In general, the volunteer coordinator is responsible for planning, developing, implementing and supervising the volunteer program within the organization. The volunteer coordinator recruits, interviews, selects, orients, trains, places, supervises, motivates, evaluates and recognizes volunteers. Other duties such as public relations, budgeting and recordkeeping may also be included.

A sample position description follows.

Sample Position Description

Title: Volunteer Coordinator
Accountable to: Executive Director
Purpose: To organize, direct and implement the volunteer program within the agency.

Duties:

- Develop guidelines for the operation of the volunteer service, including forms, standards, policies, benefits and a volunteer handbook.
- Determine, with staff, opportunities for volunteer positions (involvement).
- Develop staff understanding of the importance of volunteers.
- Prepare job descriptions for volunteers and provide for performance appraisal.
- Perform and/or arrange for recruitment, interviewing, selection, placement, training and supervision of volunteers.
- Maintain records of volunteer activities and volunteer programs.
- Supervise evaluation of volunteer services and program.
- Organize recognition programs.
- Coordinate the volunteer program within the agency.
- Interpret volunteer program to the community and obtain publicity.
- Work with board and/or advisory committee and staff appropriate committees.
- Prepare budget and reports on volunteer programs for volunteers and staff.
- Keep current on trends and legislation effecting volunteers.

Setting Goals and Objectives

The volunteer program must operate within the goals of the organization and formulate supplemental goals and objectives that will apply to the organization, clients, staff, volunteers and the community.

Examples of goals for volunteer programs:

- To enrich and extend the services of the agency by involving volunteers.
- To develop a specific volunteer service to meet the special needs of clients.

Goals are very general in nature. Objectives are specific, measurable and doable.

Examples of objectives:

- To recruit 10 volunteer drivers by April 1991 to provide 20 round trips for clients per month.
- To establish a home visiting program for 20 older home-bound persons with the assistance of 10 volunteers by September 1991. ■

HOW TO OBTAIN BOOKS FROM VOLUNTEER READERSHIP:

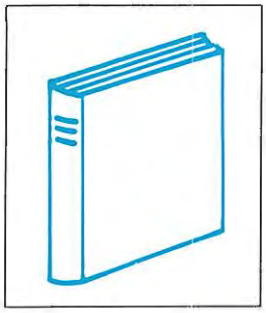
1. Write or call for a free catalog:
   Volunteer Readership
   1111 N. 19th Street, Suite 500
   Arlington, VA 22209
   (703) 276-0542

   OR

2. Send a check or money order to Volunteer Readership for the price of the book + a shipping/handling charge of $2.75 for orders up to $20.00.

   OR

3. Order by phone using Visa, MasterCard or American Express.



Self-Study for Volunteer Programs

By Ann Jacobson, LCSW

Self-Study Guide for Volunteer Programs. Ann Jacobson, LCSW. Ann Jacobson & Associates, Kansas City, Mo., 1991. 67 pp. $15.00.

The *Self-Study Guide for Volunteer Programs* has been developed at the request of many individuals and groups in the field of volunteerism. It is an outgrowth of a long delayed follow-up to the *Standards and Guidelines for the Field of Volunteerism*, published by the Association of Volunteer Bureaus in 1978, for which I served as editor.

The purpose of a volunteer program self-study is to assure quality service to the community, the volunteer and the client. It can assure the organization in which the volunteer program operates that it is fulfilling its respective stewardship role in the community as well as assist in its endeavor to enhance its management capabilities. It can also determine what the volunteer program is expected to achieve to further the goals of an agency or department.

The *Self-Study Guide* provides a volunteer program with a set of minimum principles with which it may periodically assess its management capabilities in the provision of a necessary program. The guide can assist volunteer programs in making a systematic appraisal of

- the extent to which its basic purpose is being effectively and efficiently accomplished;
- its structure, method of operation and financial management; and
- ways of improving its services.

Self-Study Goals

The self-study goal can be program improvement, gaining information for future planning, recognition and accountability or justification to decision makers. Self-study could also address such issues as how much of an impact the volunteer service makes on the agency, community, employees and clients.

An effective assessment of the volunteer program can disclose if the services of volunteers have enriched, extended or added services of the organization in which the volunteer program operates. It is important to look at the structure as well as content, and to measure staff time against volunteer performance gained.

If volunteers appear to be a liability, new approaches may be needed. When planning an evaluation, volunteers and staff need to participate.

Results from an evaluation can be shared formally or informally.

Benefits of a Self-Study

There are many benefits from a self-study that accrue to the staff, executives, volunteers and board members:

- A better and shared understanding of what the organization expects to achieve through the volunteer program
- A clear understanding of specific roles to be performed by staff members and volunteers
- A more precise delineation of the objectives a volunteer program is expected to achieve
- Better information for planning and decision-making
- The formulation of goals and objectives in tune with the client's and community's needs

There are also significant benefits that are largely external to the organization:

- More effective services for the consumers of human services
- Increased ability to communicate and account to the public and funding agencies for financial contributions received and volunteer services as an additional in-kind resource
- Improved ability to demonstrate to consumers and the public a real concern about volunteer program effectiveness

When to Conduct a Self-Study

It often has been said, "The time must be RIGHT before self-evaluation can be successfully carried out!" However, arriving at the right time is not magic. Certain conditions, when present, can help assure that the time is right to conduct a self-study.

These conditions include:

- Receptivity to change on the part of the board, administration and/or staff
- Willingness to question established ways of doing things
- Open communication throughout the agency and volunteer program regarding all aspects of the self-study process
- Broad participation in self-study activities by staff, board members and volunteers
- Recognition that self-evaluation may disturb the status quo—that it involves risk—but that potential benefits far outweigh the risks; and

■ Realization on every level that self-study is the means toward better services for the agency's clients and more meaningful involvement of volunteers

These conditions may not be present when a self-study is scheduled. However, there are many things which can be done to increase the likelihood of the conditions developing. These include:

■ Providing adequate information to all staff and volunteers who will be affected by the self-study process

■ Getting staff and volunteers involved. People tend to accept new approaches that they influenced or helped to create. Participation will help clear up doubts and worries and diminish resistance to change.

■ Educating staff and volunteers in the self-study process. Give assistance in processing new information. Provide skills, training and practice in a workshop setting as well as under actual conditions

■ Expecting the tension that change inevitably creates. Tension can be creative and productive.

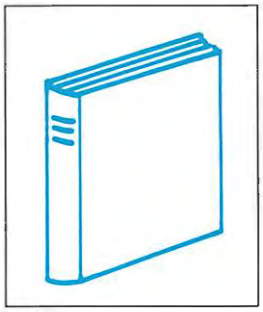
■ Recognizing and rewarding staff and volunteers who are making serious efforts at self-study

■ Continually reviewing the outcome of the participants' work. Is the agency and volunteer program accomplishing its objectives in implementing the self-study process? Have objectives to improve agency and volunteer program functioning been implemented? What changes should be made in the self-study process?

* * * *

Good evaluation promotes good programs. It can measure progress and identify areas of future work. When an organization has set goals and specified, measurable objectives at the beginning of the program, evaluation can be accomplished easily. Evaluation can help in determining whether a program or project should continue, be discontinued or changed. ■

Fall Book Preview



Episodic Volunteering: What Is It Really?

By Nancy Macduff

Episodic Volunteering: Building the Short-Term Volunteer Program. Nancy Macduff. MBA Publishing, Walla Walla, Wash., 1991. 24 pp. $7.95.

"Ep-i-sod-ic/ep e-'sad-ik; 1: made up of separate esp. loosely connected episodes. 2: of or limited in duration or significance to a particular episode: TEMPORARY. 3: occurring, appearing, or changing at usual irregular intervals, OCCASIONALLY." Thus, it is that *Webster's Ninth Collegiate Dictionary* defines the word "episodic." A word gaining increasing popularity in the volunteer field.

A recent study by The National VOLUNTEER Center and the J.C. Penney Co. asked those not volunteering why they were reluctant to volunteer. Seventy nine percent of those asked said they would be more inclined to volunteer if the jobs were short in duration. Many volunteer programs are seeking ways to attract the episodic or "short-term" volunteer.

To develop effective strategies to both recruit and sustain these volunteers it is essential to understand what "episodic volunteering" is and how it is different from the type of volunteering that is currently the standard in the field. The dictionary definition outlines the two most predominant types and kinds of "episodic" volunteer opportunities. The first type is service that is short in duration, and the second is one that occurs at regular intervals for short periods of time.

Nancy Macduff is a nationally known volunteer trainer, author of several books on volunteer management and publisher of the newsletter, Volunteer Today.

Service That is Short in Duration

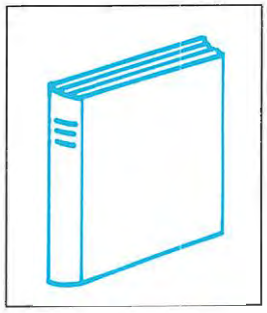
Volunteers who provide service that is short in duration can vary from the one-day volunteer at a Special Olympics Track and Field day, to the college student who provides assistance on a special project for 10-12 weeks, to the volunteer serving on a board of directors' task force for six months or less. They come into the volunteer program, organization or agency for a pre-established time and are truly finished when the job is done in the pre-arranged period of time. Training, orientation, supervision and sustaining the volunteers' efforts are all planned and implemented around the short-term nature of the job they have been asked to complete.

Service at Regular Intervals

Service to a volunteer program that occurs at regular intervals is often done by people who want to serve their organization, but are unable to do that in a sustained and regular way that occurs on a monthly or weekly basis. This type of service can be the parent who chairs the annual fund drive for a child's group (cookie or candy sales). This is sustained work for a short period of time, usually less than three months, often being less than a month in duration. It includes people who work on the same annual event each year for several years in a row, or every other year.

Both of these models will seem familiar to the volunteer program manager. Informally, volunteer programs, organizations and agencies have been accommodating individual volunteers to be episodic volunteers. So why is the notion such a "revolutionary" idea to the volunteer field?

(Editor's note: Two chapters in this book are based on articles that appeared in the Spring 1990 and Winter 1991 VAL.*)* ■



Short-Term Volunteers: Emphasizing Retention

By Steve McCurley

Recruiting Volunteers for Difficult or Long-Term Assignments. Steve McCurley, VM Systems, Downers Grove, Ill., 1991. 14 pp. $6.00.

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. Recruitment based on this theory might be described as "internal" recruitment.

This answer is not as simplistic as it 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. Short-term volunteering is to long-term as fast food is to a real meal: You can survive on it but you don't call it dining. Many short-termers may be engaging in sporadic volunteering and as a sampling technique until they find the position which is right for them, practicing "comparison" shopping.

To take advantage of this, a smart volunteer coordinator should develop a series of entry-level, short-term jobs which provide the volunteer with the opportunity to see how they like working with the agency, its staff, and its clientele. Once the volunteer is working in these "starter" jobs, the volunteer coordinator should work on retention, slowly grooming the volunteer for more work and ensuring that the volunteer truly enjoys the work. Volunteers are curiously rational: They won't stay in jobs that aren't enjoyable and they will stay in those that are.

Some evidence for the effects of this phenomenon is available from studies of volunteer behavior. In the 1988 Gallup Poll on Giving and Volunteering in the United States, 14 percent of those volunteers who reported increasing their volunteer hours said they did so because of expanding interest and involvement.

From this perspective, emphasis on volunteer retention would be much more important than emphasis on recruitment. Rather than focusing on constantly bringing new volunteers into the system, with the concomitant expenditure of energy required for recruitment, screening and training, this approach would concentrate on maintenance of the existing volunteer force through retention of the incumbents. Over time, the organization would benefit from the increased experience levels of its volunteers and from the lessened costs of bringing newcomers into the system.

There are three different ways of thinking about the process of "improving" volunteer jobs to make them more interesting and involving.

1. Give Them a Great Place to Work

The nature of the process for strengthening involvement would necessarily vary from job to job and from volunteer to volunteer, but some factors are probably common to all volunteer jobs. One of these is providing for the volunteer a rewarding job situation, one in which working facilities are satisfactory and social relationships are positive.

2. Give Them What They Don't Have

Another way of approaching the process of making a job more interesting is to look at it from the perspective of the potential volunteer. What is it, for example, that they want out of this volunteer job that they aren't getting from their current job?

3. Give Them a Good Time

Another way of thinking about more effective retention is to develop ways to let the volunteer have more "fun."

This is not quite as strange a notion as it might seem. Henderson has suggested that one way to view volunteering is as a "leisure" activity, i.e., something which is done freely without expectation of monetary benefit.

Volunteering and leisure have similar expected benefits: *"People want to do something interesting, to achieve something, meet people, have fun, learn new things, be refreshed, and relax."* All of these factors might be examined as aspects of volunteer jobs which could be strengthened. ■

Steve McCurley, a principal of VM Associates, is a trainer, speaker and author in the volunteer field.

The Roles and Relationships of the Top Volunteer and Staff Officers

By Brian O'Connell

The greatest source of friction and breakdown in voluntary organizations relates to misunderstandings between the chief volunteer and staff officers. Some of the strongest organizations do a tailspin because these individuals don't agree on their roles.

The problem is compounded by regular turnover in the chief volunteer officer's position. New people come with very different understandings of what a chief volunteer officer should be and do. It's also a vulnerable time when a new chief staff officer is hired. The board will just assume that the new director has the same grasp of the relative roles and may be stunned to find it's very different.

In the case of the chief volunteer officer, the post may be occupied at one point by the chief executive officer of a very large corporation who over-delegates his or her responsibilities to the chief staff officer, but with new elections that volunteer post may be occupied by a person who has made her reputation in the city's League of Women Voters, which has no staff, and who therefore is ready to take up the reins—and I mean all of them. This may be extreme, but it's not far fetched. By experience, temperament and style, each chief volunteer officer is going to be different and in the turnover may meet head-on a chief staff officer who has a pretty fixed notion of his or her own responsibilities and prerogatives.

A growing source of this problem involves the titles. Increasingly, organizations tend to use the term *chief executive officer* to describe the staff director's position. This can lead to an assumption that the board should be relatively passive and the chief volunteer officer should stay in the background. If it's the chief volunteer officer who is the chief executive officer that leads to an impression that he or she is in charge of everything, including the staff director. Because this is where some of the real trouble starts, I think the title *chief executive officer* should not apply to nonprofit organizations.

Whether the top volunteer officer is called board chairman or president, the description should be as *chief volunteer officer;* and whether the staff director is called president, executive vice president or executive director, the definition should be *chief staff officer.* Voluntary organizations are very different from business organizations, and we only confuse ourselves and our responsibilities by trying to see our roles in contexts that don't altogether apply.

I acknowledge that the relative roles become harder to describe in large and more specialized organizations, but by starting with these different descriptions, it helps to understand that the two jobs are unique to nonprofit organizations and should be described and addressed as such.

A great many of these differences can be anticipated and to some extent reduced if the job descriptions and expectations of both positions are clear. Knowing how easily the chief volunteer and staff officers can be in conflict should create an awareness of how important it is that they work very hard at understanding one another's roles and one another period.

At times, controversy can divide the chief volunteer and staff officers and, if not handled well, will lead to even greater problems. Hopefully, the two will be mature enough to work out their differences or at least be willing to disagree and to have their different points of view presented to the board or executive committee for consideration and decision. It is especially hoped that maturity will allow each to handle defeat.

I rarely disagree openly with a chief volunteer officer, but I do make it very clear to each new person in that role that I have a right to do so. It is easily overlooked, particularly in the turnover of chief volunteer officers, that the chief staff officer is hired by the board and is responsible to the full board. This often becomes confused because one of the roles of the staff director is often to serve as the executive assistant to the chief volunteer officer, and this can lead to the misperception that one is the direct subordinate of the other. Though it is slightly awkward, I sit down with a new chief volunteer officer as soon as he or she is identified and, within many other matters of orientation, review my responsibility to the board, and my awareness of how essential it is for us to work at a mutual understanding of our roles and relationships. ■

Brian O'Connell is president of INDEPENDENT SECTOR and author of The Board Member's Book *(New York: The Foundation Center, 1985), from which this article is excerpted.*

THE POWER OF VOLUNTEERING THROUGH SPECIAL EVENTS

By D.W. Chapin

The power of volunteering through special events is something of which we are all fully aware, but it was brought home to me quite forcefully last May when I had the honor of being the guest speaker at the annual banquet of the Les Turner ALS Foundation in Chicago.

This organization was formed 15 years ago by a small group of volunteers when their mutual friend, Les Turner, contracted Amyotrophic Lateral Sclerosis, commonly called ALS or "Lou Gehrig's Disease." ALS is a horrible affliction, which causes progressive paralysis and death within three to five years of onset. Its victims have included actor David Niven, Senator Jacob Javits, singer Dennis Day and General Maxwell Taylor. There is no treatment or cure for ALS.

Now, however, due to these volunteers, there has been a breakthrough—the discovery of "marker genes"—the first step toward the eventual conquering of this disease. This breakthrough simply would not have happened at this time but for the efforts of this group of volunteers which raised, and continues to raise, through a series of annual special events, the money to establish and support the ALS research lab at Northwestern University.

From the outset, this determined group decided they would concentrate their efforts on special events, rather than on other forms of fundraising. In so doing, they have been outstandingly successful.

Their biggest continuing event is the "Mammoth Music Mart," an annual sale of donated musical tapes, records, instruments and sheet music. The Mammoth Music Mart is held each September in a huge tent in the parking lot of a shopping center. Many of the local radio stations plug the event, area fire stations serve as drop-off points, the trucks of a local drugstore chain collect the materials from the stations, and the high schools get involved with student collection drives. In other words, they really have their act together! Without having the 10 keys to effective special events spelled out for them, the Les Turner ALS Foundation uses them, automatically, in the planning and execution of all their special events.

Key #1: Determine Your Basic Objectives—in Writing

As a consultant, I'm continually amazed at how seldom clients bother to spell out their objectives. It's surprising how much easier it is to build stategies and to create effective special events when you know, and everyone has agreed upon, exactly what you hope to accomplish.

To illustrate, here are two of 12 objectives the United Way/Crusade of Mercy of Chicago set out for itself a few years ago, along with the strategies and special events that were used to accomplish them:

Objective A: Increased awareness of extent and scope of United Way. With 164 communities involved in the United Way, confusion exists as to where the money goes and to the availability of services for each community.

Strategy: Eliminate the confusion by demonstrating through local publicity and involvement of agencies that service is available wherever needed regardless of the location of the servicing agency. Demonstrate also the importance of the linking of all these communities.

Special Event: "The Miracle Relay." A double-deck, red omnibus, decorated with flags and appropriate signs, went from community to community for a period of two weeks. At each stop along the way, local officials and United Way agencies put on a show or performed some ceremony, with the local media much in attendance.

Objective B: Develop a plan to involve previously uncommitted medium-sized companies. Many medium-sized companies do not actively support the United Way. CEOs usually delegate interview appointments to staff members.

Strategy: Obtain receptive appointments for United Way representatives with the CEOs of targeted companies. Hold the ini-

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Don Chapin, a speaker at last year's National VOLUNTEER Conference, is a special events consultant. He created the Healthy American Games, which has become the largest annual single-day fundraising event for the United States Olympic Committee.

tial meeting at a unique location, with an important guest speaker and issue a non-transferable invitation.

Special Event: "The Gold Pyramid Reception." A builder in the Chicago area with a five-story home about which everyone was curious was persuaded to open it for this event. Illinois Governor Thompson consented to be the guest speaker. Each CEO's picture was taken with the governor, after which the governor urged support of the United Way and pointed out, with a smile, that a United Way representative would be calling shortly to deliver the picture personally to the CEO, whom he hoped would listen to the representative's story about the benefits of supporting the United Way.

(While it may not be possible to involve someone as important as a governor, as you explore every avenue of research, a surprising wealth of potential will soon become apparent.)

Key #2: Explore Every Avenue of Research

There will always be a tendency, after determining objectives, to dive right in and start planning special events. However, you'll make that process easier if you first take the time to do some basic research. To begin with:

- List your community's assets—i.e., do you have a river, lake, parks, unique buildings, monuments?
- List all local clubs, organizations, associations, groups and the key people in these organizations.
- List all sporting facilities and teams.
- List the major corporations, particularly those with a record of community involvement, and your contacts within these companies.
- List all local media.
- List all the special events that have been done locally.
- List every special event you've ever heard of being done anywhere.

As your list of local assets grows, so will the ideas for their use.

Mendecino, California, is a lovely, small town on the coast north of San Francisco noted for its art center and its thriving artist's colony. Some years ago, when the local Rotary Club decided it needed an annual fundraiser, they had only to look among their community's assets. Works of art, purchased from or donated by local artists, are auctioned each year to buyers who come from all over the state.

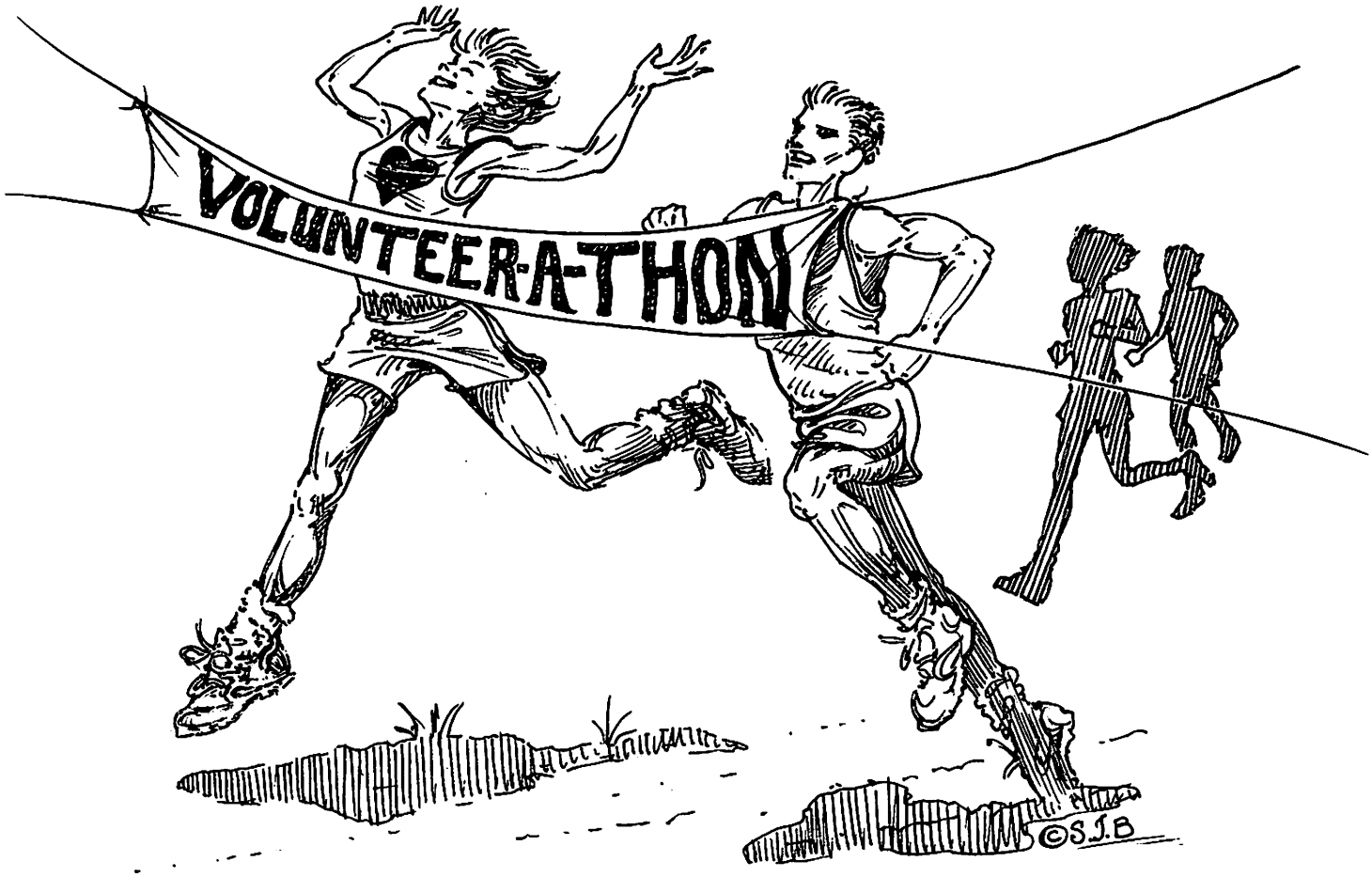
Key #3: Build Your Strategies.

For each special event I think might do the job, I use the following check list:

- End purpose. What is the specific objective this event is designed to accomplish?
- Target audience. Who is to be influenced?
- Tactics. What are the details of the event, what will it accomplish?
- Responsibility. Who's going to do it?
- Budget. How much will it cost and who will pay?

Don't be discouraged and think that "everything has been done!" There's always something new, or something old with a new spin on it.

Years ago, when the United States Olympic hopefuls were suffering from a lack of funding and training facilities, I thought I had one answer for providing additional funds—"The Big Ten Olympics." As the graduate of a Big Ten school,



I felt the spring track meet would benefit with revived interest and improved attendance if it were modeled after the Olympics, with all the color and pizzazz which people have come to know through watching the spectacle on television. Part of the proceeds would be allocated to the U.S. Olympic Committee. My letter to the Big Ten Commissioner went unanswered. I "warehoused" the idea.

Ten years later, I resurrected the idea as the "Healthy American Games." In this annual event, employees of 30 companies, wearing T-shirts featuring their company's logo, compete in a variety of games and events—relays, tug-of-war, volley ball, swimming, etc. The whole day follows the Olympic format with a torch-lighting ceremony, opening parade, medals for the winners and certificates for all participants.

This year, $192,000 was raised in one day, and the event has become the largest single-day fundraiser for the U.S. Olympic Committee.

Key #4. Test Your Selections.

Before you make your final choice, put it to the following test: Is it worth a *dam*?

D - Is it do-able? Can you reasonably expect it to work?

A - Is it affordable? Compared to the probable returns, is the cost worth it?

M - Is it meaningful? Will it help in accomplishing your goals?

Some years ago, someone came up with an idea that at first glance sounded rather neat: "Hands Across America," in which scores of thousands would join hands all the way across the country.

I'm not sure what the purpose was intended to be, but in any case, it simply wasn't do-able. (For example, how could one expect to get thousands of people to stand along bleak stretches of highway out West and who would provide the Porta-Potties?) Nor was it affordable or meaningful. And it has deservedly sunk into grateful obscurity.

Key #5: Keep Your Costs Under Control.

Unpleasant though it may be, everything has a price, which must be paid, though not always with cash. While you may not have all the facts early on, don't delay:

- Put an estimated cost on every element of the plan.
- Put down your best estimate of where the money will come from (or in lieu of cash, who's going to contribute the goods and services).

Key #6: Assign Specific Time Commitments.

Given enough time, you could bail out the ocean with a pail! However, time is the most fleeting of commodities and cannot be ignored. Once objectives and strategies have been agreed upon, a timetable for each element should be drawn up, with as much specificity as possible.

Key #7: Plan Your Staffing Needs.

Who will do the job is critical to the success of the event. Better have your team lined up well in advance if you're not planning on 26-hour days. To build your staff, start with these questions:

- Who do you know?
- Who "owes" you?
- Who's concerned?
- Who benefits?

Key #8: Select a "Back-up Event.

If someone other than you has final approval, select at least one back-up event, in case your first idea get's shot down. Remember that old saying, "Sometimes you get the bear, sometimes the bear gets you!"

The "bear" has gotten me more than once! I still can't figure it out, but about 20 years ago, I came up with an idea I since have tried to sell to four different clients, with absolutely no success, yet I still think it's a winner.

Based upon the fact that upon returning from abroad, travelers usually have a pocketful of foreign change and currency, the idea is fairly simple. It consists of having a collection box in the baggage areas of the international terminal of the airport, with appropriate signage. The money collected would be converted to U.S. dollars and passed along to the United Way or some other specified charity.

Good idea? Apparently a number of foreign countries think so. London's Heathrow and other overseas terminals now have them, but if the concept has caught on over here, I'm not aware of it.

Key #9: Sell Your Strategies.

Ideas are worthless . . . unless they can be put into effect! The most frequent reason for non-approval is budget—or lack of it. If this is the problem, ask yourself these "Can I's":

- Can I test it to prove its worth?
- Can I do only part of the event, and succeed at least partially?
- Can I break the idea into elements, assigning a cost to each one, some of which may cost little or which may be accomplished through donations of goods and services and by volunteers?
- Can I seek funding elsewhere?
- Can I share the cost, with another agency, company or organization?
- Can I hold *another* event to raise enough money to enable me to do this one?
- Can I, failing all of the above, convince someone else it is a viable idea (some other corporate division, some club or organization)?

Key #10: Build on Your Successes.

If your idea works, it may continue doing the job for you for years, but be sure you examine every element each year with an eye toward making improvements and changes, rather than letting it get stale or die of neglect. Both the Healthy American Games and the Mammoth Music Mart mentioned earlier continue to improve each year, but only through continuous updating and analysis of needed change.

These 10 keys can work for you, as they have for others:

1. Determine your basic objectives.
2. Explore every avenue of research.
3. Build your strategies.
4. Test each selection.
5. Keep costs under control.
6. Assign specific time commitments.
7. Plan your staffing needs.
8. Select a back-up event.
9. Sell your idea.
10. Build on your success.

Is it really all that easy? Of course not! It also takes a lot of hard work, able assistance and a certain amount of good luck. But following these 10 keys will greatly improve your odds for creating a truly effective special event. ■

As I See It

(continued from page 2)

—Our diverse households, shifting from the "traditional" household of working father, at-home mother, and children (now comprising only 7% of households), to increasing numbers of single people living alone, groups of non-family members living together (28% of households; United Way of America, 1987), multi-generational or extended-family member households (particularly in Asian-American/Pacific Islander, Latino and Native American communities), and single-parents (usually mothers) with children.

—Growing discrepancy between the rich and the poor, with the gap between upper-income and lower-income families greater than at any time since 1947, the year in which the Census Bureau began collecting this information (*Facts and Trends 1987*), with the wealthiest and the poorest segments of our population growing more rapidly than the shrinking middle-income groups.

And we need to listen to what people are telling us about how they want to volunteer:

- More short-term volunteering (look at special events, time-limited tasks, people sharing traditionally "individual" volunteer jobs, fundraising opportunities, special projects)
- More volunteer opportunities on evenings and weekends (and not necessarily at the agency's central office, but perhaps at the volunteer's home, place of work or out "in the field")
- More volunteering for causes than for organizations (this may involve your organization promoting what it does more than who it *is*)
- More group volunteering such as families, work groups, church/religious groups, school groups, neighborhood groups, professional association/civic/community groups, specific ethnic/cultural groups

Who people are, and what they are telling us, must begin to guide our volunteer recruitment. Take, for instance, the fact that there are increasing numbers of people living alone. We may want to develop more opportunities for socialization for these volunteers as an important means to recruit and address the needs of single people volunteering. Or consider the aging of our population. We may do well to start thinking more creatively about interesting volunteering opportunities for those 75 years and older—possibly group opportunities on site at apartment buildings or senior centers or churches—and including appropriate support services such as lunch or reimbursement for out-of-pocket expenses. The important thing is to *play with the data* and learn to apply it to your volunteer situation at your particular agency.

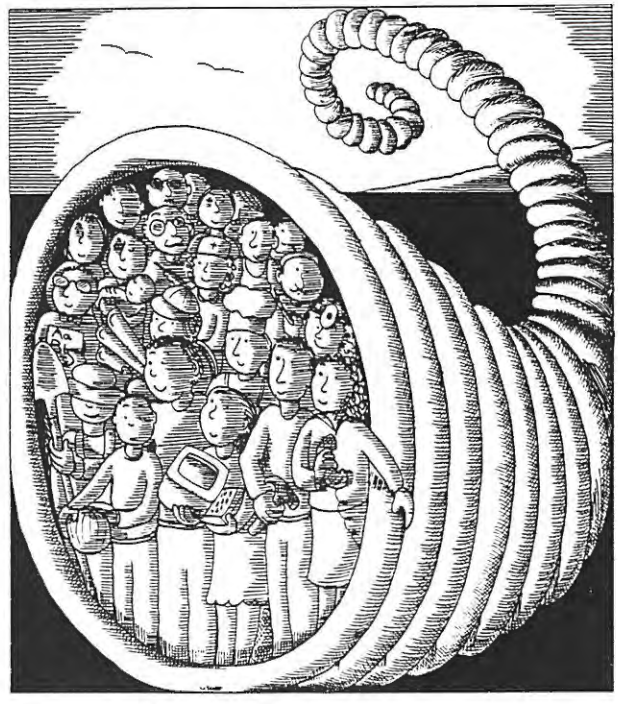
3. Keeping Volunteers: Retention

"Why do we have trouble keeping volunteers?" I believe that we are able to retain volunteers to the extent that we succeed in engaging and involving them on three different levels: the task, the people, the organization.

- The task. Volunteers report continuing to volunteer for two main reasons: wanting to do something useful (60%) and enjoying the work/feeling needed (35%; INDEPENDENT SECTOR, 1990).

The first element of retention, then, may be that the volunteer finds the volunteer job itself to be useful, necessary and enjoyable. (What might this mean for your request to have someone come in regularly to file or do "pick-up" work every Tuesday from 9-5?) Fortunately, there is much good information in the field about job design and the elements of good volunteer jobs to help us with job development.

We must also remember, however, that the job can only be as effective as the match between the job tasks and the needs, skills and interests of the person doing it. Remember to match your volunteer opportunities with the *people* you want to do them. (You may be fortunate to have a Volunteer Center in your community to help with this task.)



- The people. One of the main reasons that any of us stays or leaves a group or organization is because of our relationships with the other people in them. Particularly in volunteering and community service organizations, we like to feel that we are helping people, and doing so in conjunction with other people. There is an ethos of "the team," of being "one of the good guys," "part of the [organization] family," "giving back to the community" that influences us to expect to enjoy not just the job but also the people with whom we work. For ultimately, people volunteer to *feel good* as people, to *reach out* to others, and to *connect* as people.
- The organization. Volunteers and volunteer programs are at the heart of community agencies. Neither exists without the other. In the field of volunteer management, we must begin to recognize that larger organizational issues directly impact our ability to retain volunteers. We must learn to understand how these organizational aids and barriers work to include/exclude and utilize/dismiss our volunteers, and to learn to recognize these particular issues at work in our agencies. For the sake of our volunteer programs and our organizations, and for the sake of the people whom we have recruited to volunteer, we must become more skilled at working with these key

organizational issues that influence our volunteer retention:
—Our ability to adapt to change
—The openness of our organizational boundaries
—The inclusiveness of our agency community
—Our organization's response to diversity—of people and opinions
—The issue of gender: men and women
—Our ability to balance "the professional" and "the personal"
—Our organizational maturity or developmental stage, and
—Our organizational culture

Not just our volunteer retention, but even our very organizational survival may depend upon our ability to retain the vitality of our volunteer involvement in our community agencies.

The Answers: For the People Who Work With People

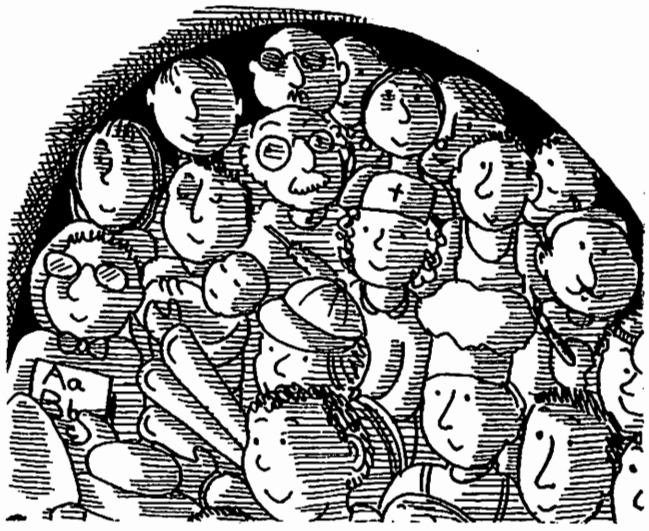
A critical challenge for people working with volunteers is to keep current about people. The preceding information, for instance, is good for now, but it will not work forever. Change is as foreseeable as death and taxes. But one advantage of living in this quick-paced information/communication age is that we do have access to accurate and up-to-date information.

If I have learned anything at all in this field of working with people as volunteers, it is that no one way works for everyone, and that no one way works everywhere and every time. And I have learned that my best source of information about how to adapt—no matter to whom, where and when—is to keep current with information, and that the best information is from and about people. So, if I may leave you with three suggestions, they are as follows:

1. Devour information about demographics and trends. Right now we are especially fortunate—newspapers and magazines are publishing 1990 census data with gradually more cross-cuts and analyses of people and demographics. Read books (such as *Megatrends 2000* by Naisbett and Aburdene) and articles (such as the ones about the shrinking middle class in *Newsweek* or volunteer management in this journal) covering trends and issues. Read about developmental issues related to people, such as about adult stages of development in *Passages* (Gail Sheehy), or gender-related issues in *Necessary Losses* (Judith Viorst) or *Iron John* (Robert Bly). Read information from other fields, such as advertising, economics and the natural sciences. Your volunteers come from these fields, and discoveries in one field are often applications of knowledge learned from another discipline. Become more aware of customs in different cultures, and at the same time, treat yourself: Read a novel, such as *The Joy Luck Club* (Amy Tan) or *Jasmine* (Bharati Mukherjee).

Play with that information. Practice applying what you learn about people (people now and projections about people in the future) to what might interest them, recruit them and retain them as volunteers.

2. Get to know your constituents, and remember that everyone is a potential volunteer. Get out there among people, and pay attention. Look, watch and listen. Ride the buses, sit in a park, go to a ball game, hang out with kids, spend a day in a courtroom, help out at a senior center, go to a supermarket in the middle of the day and in the middle of the night, visit a church or a synagogue or a mosque. Learn from the people



around you. Consider everybody potential volunteers of yours, with something to teach you about who they are, what's important to them, how they like to do things. Become a lifelong student of people. Remember that *people* are your constituents.

3. When you don't know, ask the people. No matter how much you know now, or how much you learn in the future, you will never know it all. If you're like me, you may be discovering with age (and two teenagers at home!) how little you know. But, fortunately (or just in time!), I learned an invaluable lesson in this field: People volunteer not only to do hands-on tasks, but also to share information, viewpoints and suggestions. So, when you don't know, find people who do, and ask them for help.

Do what you already do best—ask people to volunteer. Ask them to share their information, to help you problem-solve or plan. Discuss your questions with your colleagues—call them, meet with them, and *listen* to their responses. Attend meetings of directors of volunteers, conferences on volunteer management, and workshops on problem-solving or group dynamics.

And don't forget to ask your volunteers, when you want to know something about the volunteer experience or program in your agency. Also, ask potential volunteers whom you would like to recruit—to help you learn, understand, plan a recruitment strategy, or undertake outreach to a community to which they have some access or affinity.

And always remember to start with the people. People are our best sources of information about volunteering. For, after all, volunteers—and people who work with them—are people first.

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Books

'Nothing in Common Except Quality'

By Steve McCurley

Can I Help? A Practical Guide to the Care and Feeding of Volunteers by Cynthia Thero. The Source, 1370 Pennsylvania Street, Denver, CO 80203. 1989. 122 pages.

Change: Meet It and Greet It by Trudy Seita and Susan Waechter. Heritage Arts, 1807 Prairie, Downers Grove, IL 60515. 1991. 96 pages.

Encore: Senior Volunteer Program by Catherine Burden. Victoria Volunteer Bureau, #211, 620 View Street, Victoria, BC V8W 1J6. 1991. 70 pages.

Children as Volunteers: Preparing for Community Service. 2nd edition. Susan Ellis, Anne Weisbord and Katherine Noyes. Energize, Inc., 5450 Wissahickon Avenue, Philadelphia, PA 19144. 1991. 67 pages.

These books have nothing in common except quality.

Cynthia Thero's *Can I Help?* might best be described as a book with an attitude, and a refreshing one at that. You can immediately tell what you're getting into during the introduction: "Real service is not coercion. Real service starts from a desire to obtain something you can't get any other way. Real service often feels like the desire for fuller participation in something beautiful, a more intense partaking of the finer things in life—like community, compassion, and shared zeal for justice. Service is the American way. Not in the usual flag-waving, leave-me-alone-I-want-to-be-free spirit way, but in the sense that people, when juxtaposed physically or spiritually, tend to help one another feel good about the service they render."

One of my favorite parts is a set of notes on how to write the ads in a newspaper "Volunteers Wanted" column.

Can I Help? is structured in the usual volunteer management text fashion, with chapters on recruitment, training, support and evaluation. Its content is a mixture of practical suggestions and aphorisms ("Public affirmation is meaningless without support of the volunteer on a daily basis."). Most of the examples are church related, making *Can I Help?* an excellent guide for those attempting to establish in-service volunteer programs within a church setting.

The authors of *Change: Meet It and Greet It* are both experienced consultants in volunteer management and organizational development. They have made use of these dual backgrounds to take the literature of organizational change and apply it to agencies and situations involving volunteers. Like Marlene Wilson, to whom, among others, this book is dedicated, they convey a lot of information from other disciplines and translate its application to the slightly different world of volunteering.

The first section of their book ("Change: Meet It") details the inevitability of change, ways in which it has an impact on organizations, and various ways that individuals and organizations can choose to react to it. Part two ("Change: Greet It") is an instruction guide and tool kit for the person attempting to manage change constructively.

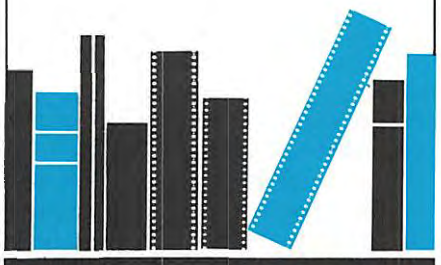
Encore is another one of those remarkable publications from Canada. Actually, it's more than a publication, since it contains a manual, plus sample posters. The manual is based on a study of senior volunteering and the decline of "traditional" volunteering. The result is an interesting combination of survey research and highly concrete practical information.

One of my favorite parts is a set of notes on how to write the ads in a newspaper "Volunteers Wanted" column, which includes some thoroughly logical advice: "Use active sentences to describe the tasks—get rid of the verb 'to be' where possible, and replace it with a verb that does something."

The survey results also have some interesting features: "The reason that prompted the most people to volunteer was that Someone Asked Them (31.1%). This reason was given twice as much as the next most popular response, which was that the Organization Needed Someone (15.5%)."

Children as Volunteers is an updated version of a 1983 publication, and is unique in its topical coverage. It focuses on the involvement of children under age 14 as volunteers, and treats the subject both from the perspective of the agency and of the children. It contains exercises and suggestions for interviewing children and discovering their views about volunteering, suggestions for agencies involving children on how to make them feel welcome, tips and ideas on developing suitable and productive work for child volunteers, and an exploration of the legal issues involved in allowing children to volunteer. It also includes sample forms from a variety of programs to utilize in volunteer program development.■

Tool Box



Compiled by Kate Whalen

Standards for Agency Management and Service Delivery. Council on Accreditation of Services for Families and Children, 520 Eighth Ave, Suite 2202B, New York, NY 10018, (212) 714-9399. 1992. $50.

For social service and mental health agencies, *Standards* is a comprehensive guide to the principles essential to excellence in the delivery of human services. It covers generic organizational and service delivery requirements as well as specialized requirements in more than 40 types of organized care settings (such as foster family care, emergency telephone response, substance abuse). The standards were compiled through a process of consensus-building among practitioners, researchers, academics, managers and representatives of national organizations.

NAEIR. National Association for the Exchange of Industrial Resources, Dept. SW-11, 560 McClure St., Galesburg, IL 61402, 1-(800) 562-0955 or (309) 343-0704.

A pool of brand-new supplies and equipment worth $75 million can be tapped into by nonprofit organizations through NAEIR. The products are donated by U.S. corporations in return for a federal tax deduction and include office and computer supplies, tools, arts and crafts, toys, paper products, personal care items and teaching aids. The goods are listed in a catalog and are available to dues-paying nonprofit members. A free packet explains how nonprofits can receive these goods.

The Nonprofit Lobbying Guide. By Bob Smucker. Jossey-Bass Inc., Publishers, 350 Sansome St., San Francisco, CA 94104, 1991. 148 pp. $22.95 + $2.00 shipping/handling.

Shows nonprofit staff and volunteers how to organize lobbying campaigns and provides definitive information on the amount of lobbying permitted under federal regulations. The *Guide* includes tips on how to mobilize citizen support and get results at all stages of the legislative process. There is also a resource section with sample news releases, tax forms and other materials.

The 1990 IRS Regulations Governing Lobbying Under the 1976 Lobby Law. Videotape. INDEPENDENT SECTOR, 1828 L St., NW, Washington, DC 20036, (202) 223-8100. 1991. 60 min. $25.

Helpful information on all major provisions in the regulations. The videotape contains a presentation by an expert on the regs, Walter Slocombe of the Washington, D.C. law firm of Caplin and Drysdale. Related background papers come with the video.

Say the Word! A Guide to Improving Word Recognition Skills. By Barbara Rosenberg Loss. New Readers Press, Box 131, Syracuse, NY 13210, 1-(800) 448-8878, 1991. 1-(800) 448-8878. 238 pp. Call for price and ordering information.

A diagnostic/remedial decoding program for adults and older teens reading at or below the eighth readability level. The bandbook presents various phonics principles for which tbere is an explanation of the principle, lists of words which adhere to that principle, and practice sentences that contain the words in context. The program consists of a student handbook, teacher's manual and photocopy masters.

The Working Experience. By Jeanne H. Smith and Harry Ringel. New Readers Press, Box 131, Syracuse, NY 13210, 1-(800) 448-8878. 1991. Three books and teacher's guide. Call for price and ordering information.

Working Experience is a set of reading texts written on three separate reading levels for (ESL) English as a Second Language students. The selections were developed from stories of adult ESL students who tell of their own work experiences in their native countries and in the U.S. Pre-reading activities and follow-up exercises help increase vocabulary and word analysis, as well as expand reading and comprehension skills. The accompanying teacher's manual provides guidelines for selected lesson activities and exercises along with suggestions for supplementary activities.

Timeless Tales. Retold by Tana Reiff. New Readers Press, Box 131, Syracuse, NY 13210, 1-(800) 448-8878. 1991. 4 books. Call for price and ordering information.

Fables, Legends, Folktales and *Myths* are the titles that make up the *Timeless Tales* collection. Each book contains many of the stories that have been passed down from generation to generation throughout the years. Written on reading levels 2-3, these books are illustrated throughout.

The Parent's Helpline. William Gladden Foundation, 79 Carley Avenue, Huntington, NY 11743, 1-(900) 446-CHILD. $1.95/first minute; $1.50 each additional minute.

The Helpline is a 900 number service that provides parenting information and booklets to parents who have questions about serious issues and problems facing their child. Immediate "how-to" answers cover topics on drug use and abuse, under-age drinking, suspected child abuse, effects of divorce, single parenting, latchkey kids, eating disorders, aggressive and violent behavior and many more. Callers are mailed an informative booklet on the subject of their concern. The booklet answers 10 most-asked questions, offers checklists and resources to contact. Revenues from the calls support the research and publishing for this project.

Youth Service: A Guidebook for Developing and Operating Effective Programs. By Dan Conrad and Diane Hedin. INDEPENDENT SECTOR, 1828 L St., NW, Washington, DC 20036, (202) 223-8100. 70 pp. 1991. $10.00 + $2.50 shipping/handling.

A manual for groups and individuals who want to design and improve youth participation programs. The *Guidebook* gives examples of actual youth community service projects that have been completed and offers suggestions for youth program models that can be integrated into the existing organizational structure of schools and youth agencies. It also explains how to set up projects and get others involved in youth service programs.

The Self-Help Sourcebook. 3rd edition. Self-Help Clearinghouse, Attn: Sourcebook, St. Clares-Riverside Medical Center, Denville, NJ 07834. 1990. 174 pp. $10.00 (pre-paid).

This "comprehensive national guide to finding and forming mutual aid self-help groups" contains updated contacts and descriptions of more than 600 national and model self-help groups that cover a broad range of addictions—disabilities, illnesses, parenting concerns, bereavement and many other stressful life situations. Includes ideas and suggestions for starting a mutual aid self-help group, a listing of more than 100 national toll-free helplines, and sections on resources for rare and genetic illnesses and home computer networks.

Ethics and the Nation's Voluntary and Philanthropic Community. INDEPENDENT SECTOR, 1828 L St., NW, Washington, DC 20036, (202) 223-8100. 1991. $30 + $3.50 shipping/handling.

This new report compiled by INDEPENDENT SECTOR's Committee on Values and Ethics offers viewpoints from nonprofit leaders, legal scholars, journalists, consumer and social advocates and representatives of higher education and religion. Cites many examples of illegal acts and unethical behavior along with solutions to ethical dilemmas.

Board Member. National Center for Nonprofit Boards, 2000 L Street, NW, Suite 411, Washington, DC 20036-4907, (202) 452-6262. 6 issues/year. $79. Also available through membership plan.

A new membership benefit of the National Center for Nonprofit Boards. Published six times a year, this eight-page newsletter provides practical information, advice, news and humor. The first issue contained a fundraising checklist for board members; an article on managing a nonprofit in times of crisis; a panoramic view of the nonprofit sector; a case study of board-staff tensions; and a news digest.

Advocacy

(continued from page 15)

Changing Needs." Launched by MAG in April 1990, the campaign called the community to action with a 13-minute video tape, a brochure, intensive media coverage and public presentations. The goal: To encourage individuals, business and public-sector decisionmakers to recognize the changing family and its tremendous impact on Maricopa County now and in the future, and to take action—now—to see that the future of our families was secured.

Grassroots Ambassadors

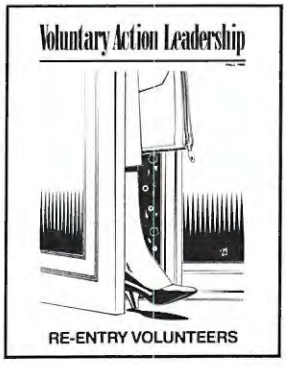
With the media heralding its launch, the campaign moved quickly forward. MAG rallied dozens of speakers from the grassroots of human services to carry the news to scores of business, civic and church groups throughout the county. MAG's speakers bureau manual provided the background and statistics; the video presented a dramatic overview of the problem; and the individual speakers brought their own personal experiences, trying, as one said, "To do more and more with less and less."

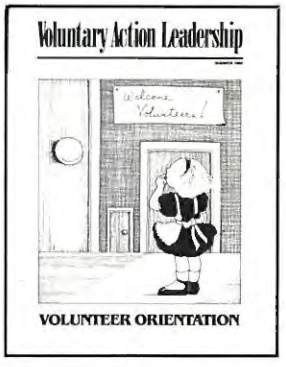
Hundreds of organizations received direct-mail letters seeking an audience for MAG's campaign. Each presentation spawned a request for more copies of the video, and the number of presentations multiplied. Audience members became the campaign's ambassadors, taking the message to their churches, cluhs, schools, professional organizations, friends and families.

Looking to the Larger Picture

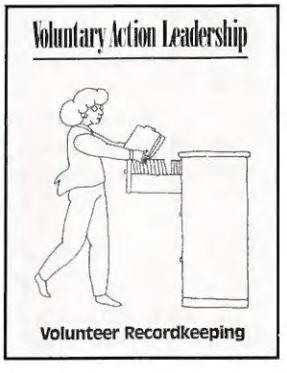
The campaign's organizers realize that the work of advocacy and education needs to continue, and that social service agencies will have to carry the ball. Collaboration and cooperative effort will be more important than ever as providers put their public relations and marketing skills to work, not only on behalf of their own agencies, but in drawing attention to the larger picture of human service needs. ■

The Best VALue . . .





A Tool for Administrators of Volunteer Programs



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POSTER

Dear Volunteer,

from the bottom of our heart . . .

Thank You!!

The fall poster is brought to you by The Volunteer Centers of Connecticut, through the generosity of Price Waterhouse, Fairfield County, CT. Design by Mary Guarino. You may use this camera-ready art for your own volunteer-related recognition purposes.

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

Attach your label here

☐ **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.

1992

February 16-21 **Boulder, CO:** *Volunteer Management Program/Second-Level Workshop*

The Volunteer Management Program is a certification course consisting of three workshops led by a nationally known faculty. Certification requires a passing grade on a required paper. The first-level workshop, for beginnners, will be held July 5-10, 1992 in Boulder; the third-level, for those in the field of volunteer administration for at least three years, will be held November 9-13, 1992 in Boulder. Write for brochure.
Contact: Office of Conference Services, University of Colorado, Campus Box 454, Boulder, CO 80309-0454, (303) 492-5151.

April 1-3 **Washington, DC:** *Child Welfare League of America National Conference*

"Children '92: It's Up to You" is the theme of this conference featuring Baltimore Mayor Kurt L. Schmoke ("Bringing Children to the Forefront"), Rep. Steny Hoyer (D-MD) ("The View from Capitol Hill"), presidential candidates, legislative workshops, awards, Capitol Hill visits, and more.
Fee: $300 non-members before Feb. 1, 1992.
Contact: CWLA, 440 First St., Suite 310, Washington, DC 20001-2085, (202) 638-2952

April 26-May 2 **Nationwide:** *National Volunteer Week*

Sponsored by The National VOLUNTEER Center/Points of Light Foundation, 1111 N. 19th St., Suite 500, Arlington, VA 22209, (703) 276-0542.

June 21-24 **Chicago, IL:** *The National Community Service Conference*

Formerly The National VOLUNTEER Conference, this annual event once again will feature prominent speakers, plenary sessions, workshops and informal exchange focused on managing effective volunteer programs. See ad on page 4.
Fee: $355 before May 1, 1992 ($325 for VOLUNTEER Associates; $280 for NCCV/VOLUNTEER members, Volunteer Center Associates, State Office Associates)
Contact: The Points of Light Foundation, P.O. Box 66534, Washington, DC 20035-6534, (202) 408-5162.

Oct. 28-31 **Minneapolis, MN:** *1992 International Conference on Volunteer Administration*

Sponsored by the Association for Volunteer Administration (AVA), this annual conference will be held at the Hyatt Regency Hotel in Minneapolis.
Contact: Association for Volunteer Administration, PO Box 4584, Boulder, CO 80306, (303) 497-0238.

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