

Voluntary Action Leadership

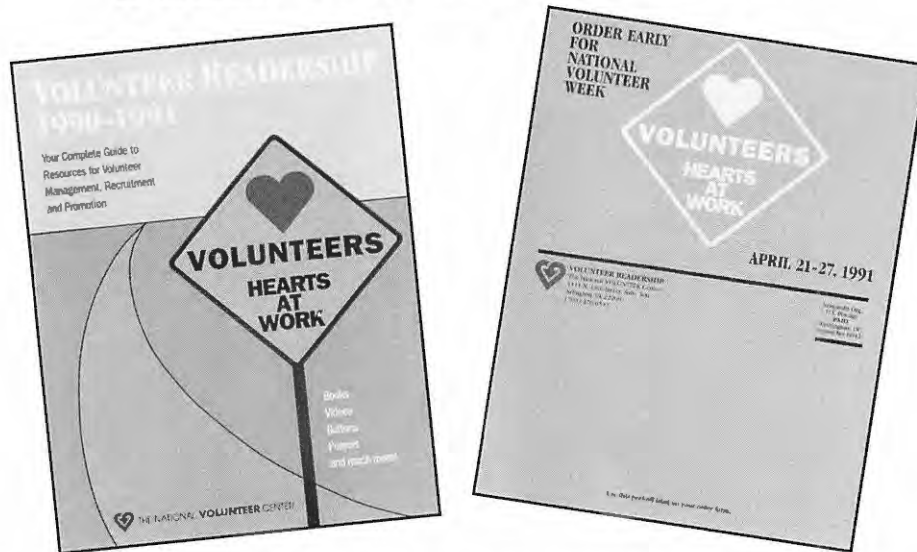
SUMMER 1991



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Voluntary Action Leadership

SUMMER 1991

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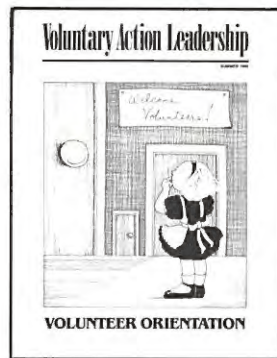
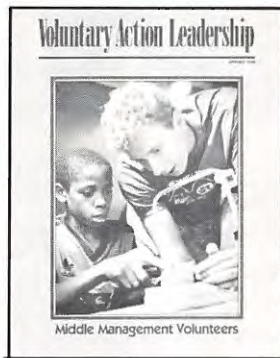
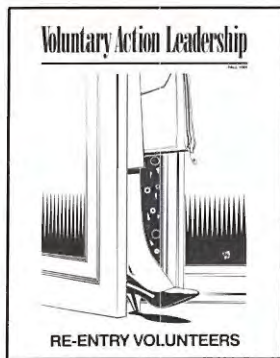
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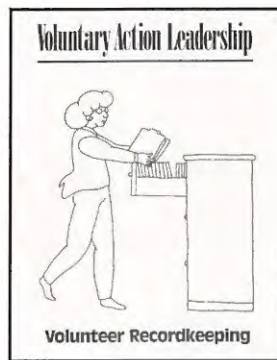
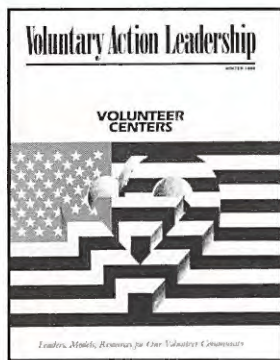
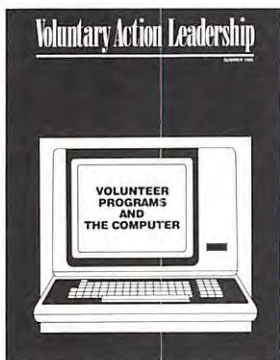
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of
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Voluntary Action

NEWS

BAVF Volunteers Lead the Way for Blinded Veterans

By Kate Whalen

John Fales, Jr., Don Garner and Dr. Dennis Wyant share much in common—they are Americans, combat veterans, successful professionals and dedicated volunteer administrators. In June 1986, Fales, Garner and Wyant formed The Blinded American Veterans Foundation (BAVF), a Washington D.C.-based organization dedicated to helping sensory-disabled veterans receive the maximum benefits available to them so they can return to the mainstream of everyday life.

Fales and Dr. Wyant, who served in the Marine Corps and Navy, respectively, lost their sight while serving in Vietnam; Garner lost his sight in Korea while serving with the Navy. The driving force behind BAVF was the realization that other sensory-disabled veterans probably did not have the same opportunities that they had and needed these opportunities made available to them.

BAVF receives most of its funding through the Combined Federal Campaign. Its board consists of blinded veterans, and it has no salaried employees. In fact, the foundation operates almost solely on the drive and dedication of its

three founders. Since all three have full-time jobs—Fales as a public affairs officer for ACTION, the national volunteer agency; Garner as the director of the Department of Veterans Affairs (DVA) Blind Rehabilitation Service; and Dr. Wyant as Director of the DVA's Education and Vocational Rehabilitation

Counseling Service—this is a heady task.

As John Fales, BAVF's director and president, says, "I'm pretty much chief cook and bottle washer around here. We work weekends and whenever we can. I have my computer, my fax machine and my Kurzweil reading ma-



John Fales, BAVF president, addresses audience at 6th Annual Congressional Awards reception.



Fred Mettlach (left), BAVF director-at-large, with Dennis Wyant, BAVF national secretary.

Kate Whalen is a writer in the Washington, D.C. area.



Rep. Douglas Applegate (D-OH) holds up 1991 George "Buck" Gillespie award after presentation by Gillespie's wife Carol.

chine (a Xerox machine that translates the printed word into audible speech) set up at home. You'd be surprised how much you can do, rather cheaply too, from home."

Fales is also quick to tell you that BAVF was not intended as a substitute for already established veterans service organizations such as the Disabled American Veterans or the congressionally chartered Blinded Veterans Association, nor was it intended to be a membership organization. What the foundation strives to accomplish is to become the national clearing house for sensory-related research, rehabilitation and re-employment efforts, information dissemination and education programs.

"We want to facilitate access to solutions, to ensure that all American veterans receive the maximum assistance our country and other veterans service organizations can provide," says Fales.

BAVF has about 200 volunteers, whom it can call upon at any time for special events and projects. Fales says that BAVF's volunteers are mostly blinded veterans who hear about the foundation through word of mouth and want to help fellow veterans.

One tireless volunteer and BAVF's director-at-large, 72-year-old George "Buck" Gillespie, recently conducted a nationwide evaluation of DVA Blind Rehabilitation operations, visiting 19

facilities in 16 states and interviewing more than 100 blinded vets. His findings were compiled into a comprehensive report distributed to key DVA officials and members of Congress. Gillespie was blinded during World War II and has been active in blinded veterans' affairs since 1951.

"Buck's survey has become an invaluable resource for blinded veterans and many improvements have been made to the DVA's blind facilities as a result of his efforts," says Fales.

Another BAVF volunteer in Mississippi recently helped BAVF launch its new quarterly newspaper, *Raising Cane*, with pertinent news for blinded veterans as well as the general public.

In just six years the foundation has accomplished a great deal in its quest for research, rehabilitation and re-employment for the blind and the disabled. Under BAVF's flexible grant program, thousands of dollars have been donated to Blind Rehabilitation Centers in Alabama, California, Connecticut and Illinois for patient needs and activities not financed by appropriated funds.

Through its efforts, a scholarship program was established at Western Michigan University for the training of mobility instructors, and BAVF presented \$5,000 to the Blind Rehabilitation Center in Hines, Illinois, for a similar in-



Rep. Benjamin Gilman (R-NY) receives 1991 Gillespie award from Buck Gillespie.

ternship program.

The foundation also initiated a "volunteer watch" program at federal buildings to evaluate the ease of accessibility for the visually impaired. Volunteers were stationed at various federal buildings to observe and to make evaluations and recommendations for improvements.

Most recently, BAVF purchased an audio tape duplication system to recycle tapes donated to the foundation, re-recording them with interesting materials for the visually impaired and pertinent information for blinded veterans. It also underwrote the production of an audio recording of the U.S. Constitution and the *Veteran's Benefit Handbook*, which was sent to some 18,000 blinded veterans across the country in 1987 on Memorial Day.

The Americane

Perhaps one of BAVF's greatest achievements has been the design, prototype production and field testing of a sensory cane for the visually impaired called the "Americane," manufactured in St. Louis by Americane, Inc.

Fales tells the story of the Americane's ingenious beginnings: "I was discussing this problem with a buddy of mine who is a video-camera man. After thinking it over for awhile, he said to me 'John, I think I got it!' He had been using a unipod for his video camera that was built out of hard, lightweight aluminum and thought it would be the per-

fect design and materials for our cane. So, after having it rejected for research by a Japanese firm, we sent the unipod to the VA Blind Research Center to play around with."

In 1989, after extensive field testing with each of the 127 members of the Blinded National Veterans Chapter of the Disabled American Veterans, the DVA certified the Americane as a sensory prosthesis, fulfilling a long-awaited goal of BAVF and the DVA.

The Americane telescopes from its fully extended 52-inch length to a 17-inch long grip, allowing the visually impaired to have their cane with them at all times, even in situations with limited space, such as on an airplane or a train. The latest Americane model features an outer shell of tempered, lightweight aluminum (like the video camera's unipod), which provides strength and durability without excessive weight. The cane's tip is mushroom-shaped so it won't get stuck in sidewalk cracks. The three sections of the cane are red, white and blue, emphasizing the fact that the Americane is made in America, with American materials, by American labor.

"We always knew this product was needed," Fales says. "Before the Americane, the canes that were available fell apart or were too cumbersome. The problem was finding someone who would do the research for us because it wasn't considered a profitable enough venture to take on."

To date, some 2,000 Americanes have been distributed free of charge, primarily through BAVF and DVA.

BAVF'S Annual Flag Day Picnic and Awards Ceremony

One of the foundation's favorite events is its annual Flag Day picnic and Congressional awards ceremony, held on a weekend as close to Flag Day as possible. The event attracts a wide range of political figures, various veterans service agency representatives, civic leaders, and active and retired military personnel. This year, the foundation presented several awards to recognize outstanding individuals in three areas: interest in U.S. veterans, journalistic excellence, and dedicated volunteerism.

■ The George "Buck" Gillespie Congressional Award for Meritorious Service is presented to senators and con-

CURRENT BAVF ACTIVITIES

- Educational programs aimed at state and federal government agencies, Congress, state legislatures and the general public
- Medical research on sensory disabilities, sensory prosthetics and aids
- Research on issues of personal importance to veterans with sensory disabilities
- Development of a volunteer corps to assist veterans with sensory and communication disabilities

gressmen who have shown exceptional interest in addressing the needs of U.S. veterans. The Gillespie award is named in honor of a blinded WWII U.S. Army veteran who has devoted years of his life in serving the sensory disabled. The 1991 recipients were Congressmen Douglas Applegate (D-OH) and Benjamin A. Gillman (R-NY).

■ The Carlton Sherwood Media Award is presented for both journalistic excellence and in recognition to members of the media who have shown special interest in the dedication to the needs and concerns of American veterans. Carlton Sherwood is a Pulitzer Prize-winning reporter and a highly decorated U.S. Marine Corps combat veteran who was wounded three times during his service in Vietnam. The 1991 recipients were *Washington Times* Associate Editor Woody West and WTOP radio's Capitol Hill correspondent Dave McConnell.

■ The George Alexander Memorial Award for Volunteer Service and the Alexander Award are presented to recognize individuals who have demonstrated dedication to volunteerism and companies/corporations who believe in corporate responsibility and achievement. The awards take their name from the late George Alexander, whose life exemplified the spirit of volunteerism and who was honored in 1986 by a special BAVF commendation. The individual 1991 award recipients were Kathryn Blanks of ACTION and George Wakiji of the Peace Corps. The corporate award was presented to the Kurzweil Reading Machine Division of Xerox Imaging Systems.

RP Foundation Volunteers Make Research, Cure Possible

President Bush invited representatives of the RP Foundation Fighting Blindness to participate in The Points of Light National Celebration of Community Service, held April 15-26. Bush said that the Baltimore-based foundation "exemplified the strength of volunteer spirit in America."

The RP Foundation is a national eye research organization that has raised more than \$36 million to fund clinical research of Retinitis Pigmentosa (RP), at more than 30 institutions in the U.S. and abroad. RP is a group of inherited, retinal degenerative diseases, most commonly diagnosed during childhood or young adulthood. Two symptoms always associated with RP are night blindness and loss of peripheral vision, or "tunnel vision." More than two million Americans suffer from retinal degenerative diseases like RP, Usher Syndrome and macular degeneration.

The RP Foundation was started more than 20 years ago by two volunteers, Gordon Gund and Ben Berman, who were brought together by Dr. Eliot Berson, professor of ophthalmology at Harvard Medical School, while searching for a cure for RP. Dr. Berson was the pioneer researcher in the U.S. to devote his studies to finding a cure for RP. The RP Foundation has grown to a volunteer network of 50 affiliates in the U.S. and 23 RP societies abroad.

Gordon Gund, current chairman and co-founder of the organization, is a businessman, philanthropist and co-owner of professional basketball's Cleveland Cavaliers, and professional hockey's newest expansion team, the San Jose Sharks. Gund lost his eyesight more than 20 years ago to RP.

**1992 NATIONAL
VOLUNTEER WEEK:**

April 26 - May 2

Bush Presents Tenth Annual Volunteer Action Awards

By Richard Mock

The South Lawn of the White House provided a unique setting for the presentation of the 1991 President's Volunteer Action Awards by President and Mrs. George Bush on April 26. The awards ceremony, held in conjunction with the closing event of the Points of Light Foundation's 12-day National Celebration of Service, preceded the traditional White House luncheon for the award winners.

The 19 individuals, organizations, corporations and a labor union were chosen from a record 3,500 nominations. The ACTION regional directors and two members of VOLUNTEER's board of directors, Chairman George Romney and Dr. Marta Sotomayor, served as the final judges in the three-step judging process.

Following the awards presentation, the award winners attended a luncheon in the White House State Dining Room hosted by President and Mrs. Bush.

The President's Awards Program is co-sponsored by VOLUNTEER and ACTION in cooperation with the White House Office of National Service. Funding for the program is provided by AAL, The Coca-Cola Company, Ford Motor Company, the W.K. Kellogg Foundation, the Knights of Columbus Supreme Council, The Mutual Benefit Life Insurance Company, and the Points of Light Foundation.

THE 1991 PVAA WINNERS

Friends of the Kennedy Center Volunteer Program

Washington, D.C.

The Friends of the Kennedy Center Volunteer Program sponsors the largest discounted ticket program in the country, organizes community support, and coordinates fundraising events for the nation's cultural center.

Its 550 volunteers serve as hosts/hostesses at the Friends' Information Cen-

ter, as tour guides for more than 100,000 American and foreign visitors each year, and as staff at the Center's gift shop, whose proceeds underwrite many of its programs.

Friends also manage and organize the Center's annual 4-H program, which offers an introduction to the performing arts to more than 6,000 students. Two hundred fifty volunteers are involved in the Open House Arts Festival, an introduction to the Center that attracts 55,000 people on a single day. The Very Special Arts Festival involves 1,500 individuals who overcome physical and mental challenges to perform.

Linda Surett Tollison Greenville, South Carolina

Linda Tollison developed the Southwest Area Arts Festival, a county-wide event that involves all of the children in the Greenville School District. With more than 52,000 children and 103 schools, including 54 elementary schools, the district is the 64th largest in the country.

With the support of the business community and media, Tollison developed promotional materials and raised the necessary funds. She enlisted community volunteers, school principals,

teachers, parents, business leaders, and local and state dignitaries to assist in promoting and managing the event.

During the week-long festival, student choral groups, soloists, orchestras, quartets and dancers of all types perform in bank lobbies, shopping malls, on street corners, and in businesses, libraries, hospitals and rest homes. There are exhibits of drawings, paintings and sculpture by elementary and secondary students as well as demonstrations of technique and hands-on participatory activities in public spaces around the city.

Friends of Paint Lick, Inc. Paint Lick, Kentucky

Friends of Paint Lick was formed in 1988 by Dean Cornett, a senior citizen, and Kevin Brown, a middle school student, to help others expand their horizons, complete their educations and improve the environment. Paint Lick is a farming community surrounding a small village in Kentucky's Fifth Congressional District, which has the lowest level of educational achievement in the nation.

Cornett enlisted the help of area teachers and others with reading skills to set up literacy reading programs, GED high school equivalency and art classes. Eastern Kentucky University provides college credit courses at the Center. A small library provides reading material and the Center sponsors a women's reading group along with sewing classes and a story hour for children.



Kennedy Center gift shop volunteers at work.

Richard Mock is VOLUNTEER's deputy executive director-communications.



Volunteer shares a moment of hope with a client in Dallas.

AIDS Interfaith Network, Inc. Care Team Program Volunteers
Dallas, Texas

The Care Team Program of AIDS Interfaith Network was created to meet the need for individual services and support for people with AIDS who live in their own homes. Currently, more than 200 volunteers from more than 50 area churches and synagogues are organized into care teams.

Most of the program's referrals come from the AIDS Arms Network, the largest AIDS service agency in the Dallas area. When the Network began experiencing a shortage of volunteers, caused by burnout and death (since many of the volunteers were HIV positive), the Interfaith Network provided a new source of volunteers.

Each care team, made up of eight to 15 volunteers usually from one congregation, works with an individual living with an advanced HIV disease. They provide basic home care including visitation, meal preparation, household chores, shopping, transportation, non-skilled nursing and support to family members. Volunteers are asked to commit to a three- to six-month period and two hours each week for home visits. Volunteers visit in groups of two to provide support for each other. They undergo a six-hour training session on the disease, body mechanics, pastoral care and practical nursing.

Parkway Partners Program
New Orleans, Louisiana

The Parkway Partners Program of the New Orleans Parkway and Park Commission is a joint venture of area residents and the city government to provide maintenance and beautification services for the city's 3,000 acres of median strips, 260 small parks and playgrounds, three regional parks, two municipal golf courses and more than one million trees.

More than 10,000 area residents and students make up the majority of volunteers. But they also come from the city's corrections department, hospitals, garden clubs, neighborhood and civic associations, corporations, small businesses and fast food restaurants.

Volunteers do not replace paid city employees; rather, they supplement the workforce and accomplish tasks that the city is no longer able to complete. They are responsible for planting annuals and shrubs, watering planted areas, weeding and picking up litter, and cutting grass. Inmates and individuals assigned to probation programs pick up litter in city parks.

To preserve the city's trees, Parkway Partners developed the Save Our Trees Program, which raises funds to provide treatment for at-risk trees. To date, more than \$3 million has been raised through the Plant-a-Tree Trust Fund.

Anita N. Martinez Recreation Center Advisory Council
Dallas, Texas

The Advisory Council of the Anita N. Martinez Recreation Center is a group of 60 Hispanic women who oversee the programs and operations of the Center, located in West Dallas, a low-income area. Approximately 15 of the women are at the Center on a daily basis, managing programs and developing new activities.

Although close to downtown Dallas, the area had few basic amenities 20 years ago. Chavela Lozada led a group of local women, many of them in aprons and with babies in their arms, in forcing the city government to provide basic services such as street lights, a school library and adequate sewage. With City Council member Anita Martinez, she also led in the development of

a recreation center. Built in 1973, the Center bears Martinez's name in recognition of her role in its development.

The Center serves the community in many ways. It offers classes in GED preparation and English as a second language, holds periodic health screenings, distributes surplus commodity donations and sponsors a summer lunch program for children. With the expansion of the facility, there is now a boxing gym, gymnasium, weight room, dance theater, senior center, movie theater, activity rooms, tutoring areas, kitchens and computer classrooms.

Lee Klein
North Miami Beach, Florida

Lee Klein founded the Deed Club Children's Cancer Clinic at the University of Miami/Jackson Medical Center in 1965, with an operating budget of \$10,000. The original Deed Club had been developed ten years earlier to raise funds for a variety of children's health agencies.

In 1973, Klein spearheaded the development of the \$250,000 Deed Club Pediatric Pavilion at Jackson. In 1988, she led the move to expand and replace the clinic with the Children's Cancer Caring Center, the only nonprofit, total-care, free pediatric oncology center in the southeastern U.S.

Children are eligible for treatment at the Center from infancy through age 20, or until treatments are completed. There are currently 400 children with all types of cancer undergoing treatment. The Center assists with related expenses such as wig purchases for children who have lost their hair in treatment, transportation costs, food expenses and funeral costs for families in financial difficulty who lose a child. Each year, medical care and related expenses for the patients and their families cost the Center approximately \$3 million.

In addition to the medical care, the program includes several support components. Each summer, 45 children under treatment attend Camp Fiesta, a free ten-day residential camp. Through the Love and Wishes program, hundreds of children have received their special wishes, ranging from meeting President Bush, John Travolta and other celebrities, to trips to Disney World, personal televisions and computers.



Dr. Serio gets ready to anesthetize a young patient in Arroyo Caña, Dominican Republic.

Francis G. Serio, D.M.D.
Glen Rock, Pennsylvania

Dr. Francis Serio, a dentist and faculty member of the University of Maryland, developed the Dominican Dental Mission Project in 1982 to provide dental care to impoverished residents of the Dominican Republic.

After visiting the island as a dental volunteer with a Catholic mission, Dr. Serio began assembling teams of volunteer dentists and technicians for annual visits.

Each visit lasts two weeks, with three or four practicing dentists and up to a dozen dental students. The volunteers stay at missions run by the Religious Hospitaliers of St. Joseph and the Scarborough Foreign Mission Society. Local activities are coordinated by Father Luis Quinn and the community development association of Ocoa. Dominican volunteers assist with translation and other chores.

Every morning, the volunteers pack a van and a pickup truck for trips into mountain villages. Generally, there are up to 100 people waiting for extractions and fillings.

The work is done in whatever building is available, using portable dental units and chairs, and where there are no

lights, extractions are illuminated by flashlight. The volunteers demonstrate proper dental care, hand out toothbrushes and explain alternatives to toothpaste.

Thekla R. Shackelford
Gahanna, Ohio

Thekla Shackelford is the full-time volunteer president of I Know I Can, an organization of several hundred volunteers who assist more than 1,700 students each year in the college entrance process.

Developed as a result of a year-long study conducted by the Columbus Foundation and the local chamber of commerce to determine how best to help underprivileged young people get into college, I Know I Can has three components: to motivate students and convince them that a college education is possible; to counsel students and their families in the college search and entrance procedures; and to provide last dollar tuition assistance to students who have exhausted other resources.

Volunteers work with low-income students on a one-to-one basis, encouraging them to remain in school and convincing them that there are funds avail-

able and that it is possible for almost anyone to achieve a college education.

Other volunteers work with the parents, convincing them of the importance of encouraging their children to remain in school. When necessary, the program pays the fees for SAT and college entry tests as well as college registration fees.

Volunteers also help with filling out entrance forms and often accompany students to interviews. They identify scholarship money, grants and loans; I Know I Can provides the balance, up to \$1,000 per year, between the secured funding and the costs of school.

Telephone Pioneers of America
New York, New York

The Telephone Pioneers of America, made up of more than 800,000 long-term retired employees of the telecommunications industry, is the largest industry-related volunteer force in the world. Founded in 1911, the organization has grown to 104 chapters in 12 regions.

With special emphasis on services to the disabled and disadvantaged, many of the chapters use talents gained in the telephone industry to build adaptive recreational and therapeutic equipment for the disabled. Pioneers have developed the beep baseball for the blind, the puff-a-phone, strobe light smoke detectors for the deaf, and adaptive tricycles for children who do not have the use of their legs.

In 1979, the Pioneers developed the Hug-a-Bear project, distributing more than 250,000 teddy bears to police, fire and other emergency service agencies who give them to children in times of trauma.

More than 100 chapters are involved in adult literacy programs. Others provide financial and volunteer support to soup kitchens and homeless shelters. Some raise funds to upgrade shelter facilities; others have adopted shelters and renovated the facilities.

In New York City, the Pioneers collected 300 bags of clothing, sorting and delivering more than 14,000 bundles to 20,000 people in 80 different shelters.

In addition to celebrating Earth Day 1990 by planting more than 1.1 million seedlings across the country, many chapters have helped clean local parks

and streams and build handicapped accessible park trails.

In 1960, the Library of Congress designated the Pioneers as the repair organization for its talking books program. Last year, more than 3,000 members repaired 90,000 talking books and built and repaired page turners and Braille writers.

Dr. Cynthia Rembert James
Oakland, California

Dr. Cynthia James, a volunteer minister at an Oakland inner-city church, has been the leader in decreasing heavy drug traffic in her ethnically and racially diverse neighborhood. Dr. James built support for ridding the neighborhood of the drug trade within the church, neighborhood and police department.

In the church, she developed support by telling the parishioners that they could either use the church simply for worship or they could make it an integral part of the neighborhood, organizing late-night marches by church members to force the drug dealers off the street.

She built support in the neighborhood by going door to door, visiting families, sponsoring a block party to bring residents together, and organizing block-watch parties. She also organized food and clothing drives and arranged to have the clothing distributed at the block parties.

Police and city government support was developed by organizing letter-writing campaigns by residents of the area. The local Volunteers of America (VOA) served as the initial liaison with the police department and assisted in erecting "drug free zone" signs in the area. Volunteers of America also selected the neighborhood as the first pilot project in its own anti-drug campaign.

Dr. James mortgaged her own home to secure the funds to purchase a neighborhood crack house that had been closed. Members of the church, their families, friends and neighbors volunteered to repair the home which now provides six units of emergency-relief housing. In the 18 months since she began the campaign, the neighborhood has been successful in closing four crack houses, while significantly decreasing the drug activity on the street.

New York Asian Women's Center
New York, New York

The New York Asian Women's Center (NYAWC) is the only shelter program and 24-hour multilingual hotline for battered Asian women on the East Coast. Founded in 1982 as an all-volunteer organization, the Center assists more than 250 women each year.

NYAWC consists of formerly battered women, immigrant- and American-born women, garment workers, single mothers, students, lawyers and social workers from many different Asian backgrounds. With a growing network and more than 50 volunteers, the Center offers support and understanding to battered women.

It works intensively with each woman in designing an individual plan for living a violence-free life. It provides a variety of services including counseling, emergency shelter, court advocacy, assistance with legal, health and other services, and community education.

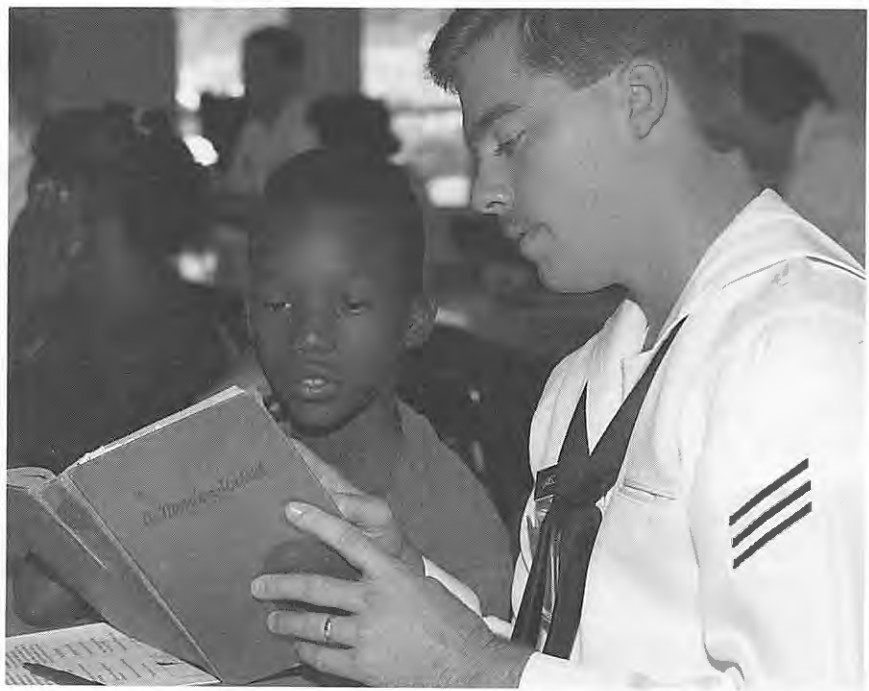
Volunteers also staff the 24-hour hotline, offering six different Asian languages. They open their own homes as temporary shelters, accompany women to court or other appointments and provide child care.

Naval Training Center Volunteer Services Network
Orlando, Florida

The Orlando Naval Training Center developed the Volunteer Services Network to provide a mechanism through which base personnel could become involved in community volunteer activities. Approximately 18,000 personnel are stationed at the Center; one-third is temporarily stationed there for training.

Volunteer leaders from 30 separate commands at the Center meet monthly to discuss volunteer opportunities. To recruit volunteers for specific projects, they distribute fliers among personnel and telephone regular volunteers. Many of the projects involve partnerships with military and military-affiliated organizations.

As a Partner in Education, the Center provides volunteers to four Orange County schools. They tutor gifted, physically handicapped and remedial students, and speak to students about military careers and the importance of continuing education. Volunteers participate in adopt-a-school and dropout prevention programs and provide technical assistance in the development of school newspapers and yearbooks. They volunteer in the Saturday Schol-



Volunteer from the Orlando, Fla., Naval Training Center tutors young friend.

ars tutoring programs, invite students to base special events, and have assisted with building playgrounds and various cleanup activities.

Base personnel volunteers also have adopted several routes for the Meals on Wheels program, participate in friendly visitor programs and perform necessary home repairs for clients of the Council.

Elizabeth (Betty) Flood

Newark, New Jersey

Since 1978, Elizabeth Flood has conducted a daily after-school care program for the young residents of the 540-unit apartment complex in which she lives. Concerned by the number of children who seemed to have no place to go after school, she began the project using space contributed by the building's management. Children play games, dance, create rap music and do craft work. Older children return to the center to volunteer and to tutor the younger ones. More than 250 children, ages four to 18, attend the center each afternoon, open from 4:30-11:30 p.m.

In addition to running the child care center each afternoon, Flood involves 25 family members each September 27 in a unique feeding program for the homeless in memory of her son who died several years ago of asthma. As a boy, her son frequently invited homeless people to the Flood home for meals. The family saves money throughout the year and begins the preparations several weeks in advance. On September 27, they load the food into cars and travel into downtown Newark where they feed 500 to 800 homeless people.

Flood also organizes picnics for the children, stages Easter egg hunts and Halloween parties and runs a clothing distribution program at the center.

Jawanza R. Whitfield

Little Rock, Arkansas

Jawanza Whitfield, a student at Fisk University, has been involved in a variety of leadership roles since his high school years. For several years, he was heavily involved in a variety of drug abuse prevention activities, both through his school and through state and national programs.

Working with the National Federa-

tion of Drug Free Youth, he has appeared as the only student in parent-coordinated panels at national drug conferences. He has conducted training programs and facilitated student panels on drug abuse. He was teen leader for local "Just Say No" clubs and for three years led the teen training for the central Arkansas region. He was a speaker at a rally for 600 elementary students and moderated a rally for over 2,500 older students.

While in high school, Whitfield was the leader in the cross-age peer counseling program, working with elementary school counselors. He counseled young people with drug and alcohol abuse problems and in suicide prevention and sex education. When a small town near Little Rock experienced several suicides by teenagers, the local public broadcasting station invited him to serve as the teen member of a panel on suicide.

Since leaving Little Rock for Fisk, he has returned to participate in programs sponsored by Arkansans for Drug Free Youth and for the national convention of Youth to Youth. Responsible Educated Adolescents Can Help (R.E.A.C.H.), which sponsors the largest drug abuse training program for youth in the nation, involves him as a speaker at national programs.

Connecticut College Volunteers for Community Service

New London, Connecticut

The Volunteers for Community Service at Connecticut College was founded six years ago as a result of a United Way community needs assessment, which focused on the challenges facing the city in the areas of drugs, crime and the problems of low-income, undereducated and underemployed inner-city residents. About 1,600 students are involved in various activities through this program.

Working together with more than 100 agencies in the New London area, students assist in adolescent group homes, with after-school tutoring, with child and adult special needs programs, at convalescent hospitals, and in physical and mental health programs. One hundred forty students tutor in an in-school program with students from kindergarten through grade 12. Twenty specially



Connecticut College students enjoy their volunteer work.

trained students participate in a literacy program in three prisons.

Chosen on their ability to work with young people, 36 young men and women participate in the Mentor Program, which matches them with at-risk fifth to eighth grade students from public housing units. Mentors participate in 21 hours of training to understand the sociological, economic and political issues in the youngster's environment. Each spends a minimum of five hours a week with their young proteges, three hours in group interaction and two hours in individual tutoring.

Students who need flexibility in their volunteer schedule often help out at the Salvation Army soup kitchen, where a group of students serves an evening meal each week. Other students volunteer as rape crisis hotline counselors in cooperation with the Women's Center in New London.

The General Mills Volunteer Connection Program

Minneapolis, Minnesota

In Minneapolis, more than 2,000 General Mills employees and retirees—or two-thirds of the Minneapolis workforce—participated in at least one volunteer activity last year. Thousands of employees working in General Mills plants and facilities in North America also engage in significant volunteer service.

In 1982, the company established the General Mills Volunteer Connection to accomplish two objectives: to encourage employees and retirees to become involved in community service and to help them use their volunteer time and

talents most effectively. In the past eight years, Volunteer Connection has matched more than 4,500 employees with specific opportunities to improve the lives of others.

Volunteers have been recruited to serve as tutors for disadvantaged children, to provide companionship to the elderly or disabled, and to assist refugee families. They participate in annual paint-a-thons, food and clothing drives, and holiday gift programs; they counsel offenders in penal institutions, run Junior Achievement programs, offer mental-health crisis counseling, and provide one-to-one support for disadvantaged families.

Working with the Management Assistance Project (MAP), Volunteer Connection provides managerial and technical support to nonprofit agencies. More than 200 General Mills employees and retirees have shared expertise in marketing, market research, computer science, accounting, and personnel management.

Retirement PLUS (People Lending Unselfish Support) is a volunteer program for General Mills retirees. It is an extension of Volunteer Connection and is guided by its own board of directors. Retiree volunteers provide services for the community and for General Mills retirees in the Twin Cities area.

GTE Laboratories KidBits Project Waltham, Massachusetts

The KidBits project was developed in 1987 by the employees of GTE Laboratories to provide computer and telecommunication-related programs for the patients and staff at Boston's Children's Hospital, the largest pediatric healthcare institution in the U.S.

A friend of a GTE employee had asked for advice on how computers might help his child combat the two months of isolation following a bone marrow transplant. More than 60 employees, ranging from secretaries and administrators to Ph.D. research scientists, volunteered to participate.

The employee volunteers interviewed patients, parents and hospital staff to determine the needs of the children. Then they developed a way to record riddles and trivia questions, load them into a computer's memory, and connect the computer to the hospital telephone system so patients could ac-

cess the system by pressing the buttons on their room phones. Employees also provided formal computer education for 30 of the hospital's Patient Activity Therapists, who are responsible for the children on a day-to-day basis.

The company donated surplus Apple Computers to the hospital's Patient Activity Department, and contacted the Boston Computer Society which donated their entire collection of public domain software to the hospital. They held a computer fair in the hospital's Entertainment Center, where ambulatory patients were taught how to use the computers. The fair was so successful that it has become a quarterly event.

Last June, the employee volunteers installed a GTE-donated computer telecommunications network in the hospital's bone marrow transplant ward, where the children remain in isolation recovering for up to eight weeks. The computers, which can be moved among the 13 rooms in the ward, permit patients to send letters back and forth to each other and to play multiperson games.

Greater Cincinnati Building Trades Council Tom Geiger House Project Cincinnati, Ohio

In 1987, the Church of the Assumption Parish in Cincinnati developed the idea of a 12-apartment building for homeless

families. It was particularly concerned about homeless households with children, which accounted for 19 percent of the total homeless in Cincinnati. The apartments were to be built in an empty, 90-year-old grade school building.

Pat Mechley, a former union licensed plumber and contractor, had made a commitment to dedicate his life to rehab buildings for the poor at no salary. He cleared the site, then approached the AFL-CIO Building Trades for 10,500 hours of volunteer help from the various trades. Each of the Council's member unions committed time and support. The construction industry made a donation of more than \$150,000 in building material and equipment. Churches, schools and volunteer groups also made promises of unskilled volunteer support to make the skilled union workers even more productive.

Construction began in January 1990. Four hundred union journeymen and apprentices aided by the non-skilled volunteers renovated the building. On one morning alone, 85 union members were on site. The unions contributed more than 10,500 hours at an estimated value of \$180,000. Much of the work was done on Saturdays except for the retirees who were able to come during the week. The first families were able to occupy the Tom Geiger House in December 1990. ■



Union members at work on the Tom Geiger House for the homeless.

Books

New Looks from Some Experienced Authors

By Steve McCurley

Enhancing the Volunteer Experience by Paul Ilsley. Jossey-Bass, 350 Sansome Street, San Francisco, CA 94104. 1990.

Working with Volunteers: Skills for Leadership by Emily Kittle Morrison. Fisher Books, P.O. Box 38040, Tucson, AZ 85740. 1988.

Volunteers: How to Find Them, How to Keep Them. Roy Crowe, editor. Vancouver Volunteer Centre, #301, 3102 Main Street, Vancouver, BC V5T 3G7. 1990.

All of the publications in this review are by people who have been around for a while, and it is interesting to see the changes that their more recent publications highlight about volunteering. And all of them fit my particular bias of the moment in that they concentrate more on keeping the volunteers that you've got rather than going out and recruiting more volunteers for unpleasant jobs in your agency.

Paul Ilsley is the author of two other books on volunteer management, both of which are notable for their more "academic" approach to the subject. You have to utilize that key adjective advisably, since despite the fact that all of his books are based on sound research principles, they tend to focus more on practical application than abstruse examination.

Steve McCurley reviews books regularly for VAL.

Enhancing the Volunteer Experience is about volunteer motivation and how to generate higher levels of participation and commitment from volunteers, thus increasing retention. Its approach is best indicated through the titles of the three major sections of the book: "Understanding the Volunteer's Point of View," "Factors that Shape the Quality of the Volunteer Experience" and "Using Volunteer Insights to Strengthen Voluntary Programs."

All of them fit my particular bias of the moment in that they concentrate on keeping the volunteers that you've got.

The suggestions are based on a four-year qualitative study of volunteers and staff in seven cities. The essential research technique was interviewing, with an aim toward discovering what factors led volunteers to decide to continue volunteering with agencies with which they had become involved. Interspersed with quotations from the various interviews are brief summaries of other research studies that may impact on motivation of volunteers.

Nothing in this book is radically new, but all of it is worth noting and imple-

menting. This is the sort of book on volunteer management that there ought to be a lot more of, and Jossey-Bass should be commended for publishing it. At a time when the national emphasis is on greater and gaudier recruitment campaigns, it is nice to see someone who totally understands that it does no good to recruit volunteers if the agency is not prepared to deal with them in a reasonable fashion.

And, if nothing else, the interviews produced some wonderful comments from volunteers. Here are two of my favorites:

"Ms. Floyd: The last place I was at wasn't good for me. The coordinator was a former drill sergeant, I think. He had us punching clocks, reading this, reading that, you know, a lot of structure. It wouldn't have been so bad but things weren't any better there than they are at other places, so I quit."

And this, from a hospice volunteer:

"Ms. Quinlan: Well, I think you can be prepared if the training prepares you or gives you a good base. I don't particularly think that mine did, at that time. A lot of touchy feely stuff, instead of saying, 'Look, this is what it's like. This is what you're going to see. These are the problems. Here are the facts.' There is too much inner circumspection on ourselves and all that. I don't like that. What they really short-sheeted was death. They said very little about it. And then they said it with hushed, morbid tones."

* * * *

Volunteers: How to Find Them, How to Keep Them is a totally new edition of a book that was originally published in 1977. It is essentially a basic planning workbook for a new volunteer manager, but continues the Canadian tradition of putting things together in new and clever ways.

The book is divided into three major sections: "In Advance", "You and Your Volunteer" and "Methods of Recruitment." Within the three sections are all the usual topics covered in basic volunteer management: job design, recruitment, training, recognition, supervision, interviewing, etc. The clever part of all of this, however, comes from the fact that each of the three sections is divided into four sub-sections: "Fundamentals," "Participation," "Additional Considerations," and "Action Planning."

"Fundamentals" gives the reader the basic theory for the section. "Participation" contains exercises and training tips

for involving volunteers and staff in implementing the theory. "Additional Considerations" covers additional concerns, examples and suggestions. And "Action Planning" provides worksheets for the volunteer manager to plan her own implementation of the suggested steps for developing a volunteer program.

All in all, this is a typically Canadian-stylish approach to basic volunteer management.

* * * *

Working with Volunteers seems to be a re-issued version of Emily Morrison's *Skills for Leadership*, with the title slightly changed and a new cover. There are some internal facts that haven't been updated. (VOLUNTEER, for example, is referred to as The National Center for Citizen Involvement, which probably not many of you can even remember.) But the reality of this book is how much good stuff there is packed away inside.

Unlike the other books reviewed above, this is a text for the volunteer, not for staff. It is designed to provide background and skills for volunteers who have gotten into management and suddenly realized that a little information would be helpful. What Morrison proceeds to do is to put a basic management education into 200 pages, covering topics such as meetings, board skills, group process, leadership, motivation, problem solving, time management, conflict management, and a host of others.

The basic technique is "summarize everything in one page" and it works surprisingly well. If your reaction to some of Marlene Wilson's work is "Wow, a lot of research was snuck into this," then you'll love Emily Morrison, because the research is right out front. Everything in this book is a report on research, a list of things to do/be/think about, or a worksheet. Reading it is sort of like getting an MBA in two hours.

My favorite part of this book is the appendix, which is introduced with the comment that it contains everything that just didn't seem to fit in the body of the book. And it does—everything from "How to Design a Questionnaire" to the neatest three-page outline guide to planning presentations that you ever saw.

This is a great book to have if you're getting into training and would like to find some great stuff to build into your presentations. ■

Communications Workshop

Getting Publicity for Your Volunteer Program

By Judy Haberek

What spells success for any volunteer program is growth and the ability to pinpoint and address community needs. To be successful, a volunteer organization needs to become as well-known in the community as possible—to attract contributions in the form of cash and willing workers.

To make your group a household name in your area, you need publicity for your program and its individual projects. This is where the press becomes the lifeblood of your program, for only it can provide free publicity and the kind of credibility that comes from having an objective third party publicize your good works. One small, well-placed story about something interesting or particularly worthwhile that your program has done can be worth more than all the self-promotion you could possibly generate.

How do you get the press to take an interest in what you are doing? It's really not that hard. All it takes is some preliminary research, a few press releases and phone calls, and some common sense.

Your Press List

First, you need a press list of the local media in your area. Many will be obvious to you—all the local television stations, the daily newspapers and radio stations are the most obvious. I'll focus on print

Judy Haberek is a freelance writer in the Washington, D.C. area and a frequent contributor to VAL.

journalism, although the rules for getting radio and TV publicity are not much different.

If your program is in a large metropolitan area, by all means include the "big city" newspaper, but make a phone call or two to find out the name of the person in charge of feature articles or community events.

Also pay attention to the different sections of that large newspaper, such as listings for community organizations or special weekend sections. Many large metro papers also have different editions for their circulation areas. Send a general press release to the *New York Times* and it's likely to get lost. Send it to the attention of a person or a title and you stand a better chance of getting mentioned.

For those of you in smaller towns with smaller circulation newspapers, it's not as critical to target a specific department, although having the name of a real person always helps. The same holds true for volunteer groups in large metro areas that are also typically served by smaller suburban newspapers. Both the suburban papers and the small town papers will have fewer departments and staff so your notice should not get lost.

Don't overlook the other newspapers in your area. Many areas have senior citizen newspapers, arts and entertainment journals, youth-oriented papers and "shoppers"—advertising-oriented papers that nevertheless often print some stories and community notices. Weekly

newspapers are common in more rural areas.

Timeliness

What all these newspapers and radio and TV stations need is a basic press release telling them of the event you want to publicize. What's the one and only hard and fast rule about a news release? It must be sent out before the event occurs! Don't think that this is too obvious to mention. In the 13 years I've been a reporter in Washington, I've received plenty of releases for events that took place yesterday. Very often, it is also not very helpful to get a press release for something that will take place the next day, because a reporter's or photographer's schedule may well be booked up by then.

One day is not enough notice. A week in advance is usually enough time for an editor to schedule a reporter and/or photographer or camera crew to attend your event. If your news release is geared towards getting the public to attend a volunteer event, the release should be on the editor's desk even sooner, particularly for weekly publications.

So don't forget to allow time for the different deadlines of each publication you are mailing to, for holidays and for possible mail delays.

What Goes In a Press Release?

OK, so now you are ready to write a news release. What goes in it? The same thing essentially that goes into a news story. Drummed into the heads of beginning journalism students are the "five Ws and an H" — who, what, when, where, why and how. These are the critical components of a news story and the critical components of your news release. After you've written your release, actually go through the copy and look for each of the five Ws and an H to make sure you haven't missed something.

Your program will look nothing but stupid if you send out a detailed release about your plans to have 10 of the cutest kids in the local elementary school clean up a park—and you forget to include what day the event will occur.

For example: WHO? The Center City Volunteer Corps. WHAT? A park clean-up. WHEN? September 10. WHERE? At the park at Main and Elm in Center City. HOW? Local school children will do the work. WHY? To get rid of the large amount of trash in the park.

One other must for a news release is a contact person. That person's name and

phone number usually are placed in the right-hand corner of the top of the news release.

Very often, this is all you need. There is nothing wrong with sending out a press release with just these basics. Accuracy is the key. Also, if your event is very special, the event will sell itself. For instance, if the lead of your press release starts: President Bush will be the guest of honor at the Center City Volunteer Center's bake sale, not much else is needed. The press will show up in droves.

If your event is more ordinary, however, it can be vital to emphasize some aspect of the event that the press may not know about but which may pique its interest. Sometimes this means making up a twist to the event yourself. Reporters are always looking for a new story or a new angle to an old story. The account of your event, after all, has to be interesting in the first place or the public will simply turn the page and your efforts will be wasted.

So back to the bake sale example. Instead of stating that a bake sale will occur, how about the following: Low-calorie sweets will be emphasized and the number of calories for each cookie will be provided with the goods at a bake sale . . . OR The Center City Volunteer Center will sponsor an all-chocolate bake sale . . .

Be creative, but be truthful and don't try to mislead. Also, hyperbole will just make you look foolish. Don't claim that your bake sale will be the most delicious ever or the biggest one held in the last century.

When the Media Responds

Stop for a moment and think about what will happen when and if the reporter and ideally a photographer show up at your event. First of all, put yourself in their place. They are going to be looking for the facts about the event and something to make it interesting to their readers. Make sure that you have one person designated to give them any help they need or answer their questions. Ideally, that person will be the same person listed as the contact on the press release. Have some brochures or other information sheets handy for them if possible.

Many times, they will want to interview one or more of the volunteers. By all means help them with some suggestions for people to talk to if they ask for it. If they want to wander around, however, don't try to stop them from talking to anyone, even if you think the person they are

talking to is not appropriate for some reason. You don't want to give the impression that you are trying to hide anything. Alarms go off in a reporter's head fastest when he or she thinks someone is trying to cover something up.

If a photographer or TV crew shows up at your event—better yet! A picture really is worth a thousand words. But remember again that a photographer or TV crew will be looking for something interesting to photograph.

Keep your ego in check! Don't try to get your own picture in the paper unless you're doing something pretty interesting. A photo of the executive director, her or his assistant and a dozen or so volunteers lined up like statues is boring. Don't take the attitude that these people worked hard, so they deserve to get their pictures in the paper. They may indeed have worked hard, but it is not the newspaper's job to reward them for their efforts; it's yours.

Point out the major players in the event if you are asked, but never tell a photographer how to take a picture or who to include in it and who not to include. In the bake sale example, a photographer may go for some impromptu shot of people at the event or he or she may try to stage something interesting. Something typical would be a child biting into a cupcake with frosting all over his or her face.

Volunteer programs are in an excellent position to get lots of good and free publicity for their groups because they are helping the community. A newspaper or electronic media is part of that community and is interested in boosterism as much as the next business.

The media is already predisposed to be charitable to charitable organizations, so don't try to manage the news to your liking. Reporters can be a valuable ally only if you use some common sense, be truthful and realize what is news.

There invariably will be times when the things your group is doing are not newsworthy. Don't expect publicity anyway, just because you're a volunteer organization. When in doubt, ask yourself if you expect a story in the paper just because you've done a lot of work on the project. However, if you can honestly put yourself in the place of the reporter and say, "Yes, this is newsworthy and interesting and the public will be interested to read about it," then the editor is likely to agree. If this is the case, everyone wins—you, the publication and the people in your community. ■

HONORING A VOLUNTEER OF THE DAY: A RECOGNITION IDEA

By Kate Whalen

You don't have to convince the citizens of Kalamazoo of the value of their volunteers. In fact, there isn't a day that goes by that they don't hear or read about local volunteers, thanks to the Voluntary Action Center of Greater Kalamazoo and a few area businesses.

The Center recently embarked on a new volunteer recognition/promotion effort, using both the print and broadcast media, to give local volunteers recognition on a daily basis. It is called, simply, "Volunteer of the Day." And each week, the program spotlights a different agency or nonprofit.

Here's how it works. All Kalamazoo-area volunteer agencies and nonprofits receive a form asking them to nominate five of their outstanding volunteers, describing what the volunteers do for the agency.

When the forms come back, the VAC designates a week during the year for each agency on a first-come, first-serve basis. The VAC also conducts a round of follow-up calls to find out more specific information on the nominated volunteers. Next, information about the volunteers is sent to WKZO radio, where a 30-second radio spot is written up and played—twice each day, Monday through Friday—featuring the volunteer of the day. The same information is sent to *Kalamazoo Shopper/Flashes*, a local weekly tabloid that prints a brief paragraph on each volunteer. And finally, Accent Engraving of Kalamazoo provides participating organizations with wood and brass engraved plaques at no charge to present to the honorees.

Martha Means, "Volunteer of the Day" program coordinator, says, "It's working out really well! We already have the year ahead booked up and agencies that have participated before are calling back saying that they have more volunteers they want to nominate."

WHAT MAKES A VOLUNTEER OF THE DAY?

The Voluntary Action Center of Greater Kalamazoo offers the following points of consideration to area agencies/nonprofits to help determine which of their volunteers should become a "Volunteer of the Day."

1. Exceptional dedication contributing to the improvement of services
2. Continuing growth and development
3. Dependability and flexibility in carrying out activities
4. Overcoming unusual challenges
5. Positive attitude
6. Encouraging and promoting excellence in others
7. Independence
8. Numbers of hours volunteered
9. Years of service
10. Leadership
11. Unique qualities given to the program
12. Creating new approaches in service

The program started out, more than a year and a half ago, honoring one volunteer per agency/nonprofit each week. But more recently, Accent Engraving approached the VAC with its idea of providing plaques to volunteers on a weekly basis that eventually grew into the "Volunteer of the Day" concept.

"Lois Dykehouse of Accent Engraving agreed to each week donate an engraved plaque to be given to a volunteer," said Means. "This involved setting up a schedule of which week each participating agency had, getting the information from them, and passing that information on to our media sponsors of the program.

"This program has greatly benefited all the parties that are involved. It provides recognition to the volunteers and the agencies in which they volunteer. It educates the community on the many volunteer opportunities they can get involved in. It is a public service to the community that the media sponsors can easily participate in, and it provides tremendous exposure to the Volunteer Center and to Accent Engraving."



"Volunteer of the Day" program sponsors in its first year. From left, Allen Decent, *Flashes/Kalamazoo Shopper*; Kay Massarello, WKZO radio; Martha Means, Voluntary Action Center; and Lois Dykehouse, Accent Engraving. The plaque, which hangs in the VAC office, contains the engraved names of the Volunteers of the Week.

VOLUNTEERS OF THE DAY Week of April 8, 1991

(Sample of write-ups in the Flashes/
Kalamazoo Shopper)

This week's Volunteers of the Day all assist the Arthritis Foundation with the mission to support research to find the cure for and prevention of arthritis and to improve the quality of life for those affected by arthritis.

Peggy English, RN, is a Speakers' Bureau member. She speaks to area groups on arthritis, its treatments, new research in the field, and the Arthritis Foundation. Her professionalism and ability to communicate to a wide variety of people have made her an important asset to the Arthritis Foundation. Peggy is also involved in arthritis research for the Upjohn Company.

Kay Graham is chairperson of Poinsettias for Progress. She organizes this yearly fundraiser, including making arrangements with greenhouses, recruiting and supervising volunteers, and arranging for pickup and delivery of plants as well as selling many of them. Kay has undertaken this yearly fundraiser for several years. Her dedication and enthusiasm are truly inspirational. She is in frequent pain from arthritis, yet continues to rise above it and is a mainstay in our volunteer program.

Claire Bogart, RN, is a display coordinator. She develops locations for displays and health fairs in southwestern Michigan. Claire has assumed this job as a way to educate residents about arthritis and the Arthritis Foundation. She has dramatically increased the number of displays we have yearly and has helped earn our Branch awards for educational programs.

Kirk McBride, special event volunteer, is a member of the Jingle Bell Run for Arthritis advisory committee and lends his expertise as a runner. Kirk's willingness to contribute his expertise for the past two years has made Jingle Bell Run for Arthritis a success. He gladly recruits both volunteers and runners, and assists in procuring pledge prizes.

Connie Janson is the clerical assistant and fills all receptionist duties, fills literature orders, provides support for Board and committee. Connie's willingness to take on a wide variety of jobs makes her a valuable part of our volunteer staff. Her cheerful attitude, as well as her accuracy and efficiency, not to mention that she likes bookkeeping, make our office more pleasant.

**BIGGER! BETTER!
MORE PUBLICITY THAN EVER!**

"VOLUNTEER OF THE DAY" PROGRAM

(formerly "Volunteer of the Week")

Thanks to Accent Engraving, WKZO Radio and *Flashes/Kalamazoo Shopper*, the Voluntary Action Center can help you honor those hard-working people who keep your organization going. At the same time, you'll get free publicity for your organization and the good things you do for our community.

HERE'S HOW IT WORKS:

During 1991, you can have five people recognized as "Volunteer of the Day." This new program replaces the "Volunteer of the Week" program with an even bigger, better opportunity.

You'll be assigned a week of publicity by the Voluntary Action Center. Each day of your week, Monday through Friday, one of your five volunteers will be mentioned by WKZO Radio. The "commercials" will air at approximately 7:00 am and 2:00 pm. All five of your selected volunteers will also have their names printed on the "Today" page of the *Flashes/Kalamazoo Shopper*.

What's more, every award-winner gets a personalized plaque from Accent Engraving. These beautiful wood and brass plaques are given to your agency free of charge, and will be delivered for you to present. A representative of Accent Engraving will call to arrange delivery.

HERE'S WHAT YOU DO:

Simply fill out and return the enclosed information sheet with your five selections for "Volunteer of the Day." The Voluntary Action Center will let you know the week that your organization will be featured. Your week will be assigned on a first-come, first-serve basis.

That's it! Once you submit the names of your volunteers, the Voluntary Action Center takes care of everything. Your volunteers are honored in print, on the radio and with a permanent token of your appreciation. If you'd like, include your "Volunteers of the Day" in your agency newsletter (we contact the other media for you).

HERE'S WHAT YOU MAY WANT TO CONSIDER WHEN CHOOSING YOUR "VOLUNTEERS OF THE DAY":

1. Exceptional dedication, contributing to the improvement of services.
2. Continuing growth and development.
3. Dependability and flexibility in carrying out activities.
4. Overcoming unusual challenges.
5. Positive attitude (extra sunshine!)
6. Encouraging and promoting excellence in others.
7. Independence.
8. Numbers of hours volunteered.
9. Years of service.
10. Leadership.
11. Unique qualities given to the program.
12. Creating new approaches in service.

DON'T MISS THIS OPPORTUNITY:

The "Volunteer of the Day" program gains recognition for your volunteers and your organization. There's no easier way to help recruit more volunteers and donations. Spend just a couple of minutes to fill out and send in your nomination form. The sooner, the better!

If you have any questions about the "Volunteer of the Day" program, please call Martha J. Means, Program Coordinator, Voluntary Action Center, at 362-8350.

**"VOLUNTEER OF THE DAY"
RECOGNITION FORM**

(please be sure to select 5 people)

Your Organization: _____
 Agency Contact: _____ Phone #: _____
 Address: _____ City/Zip _____
 How You Would Like Agency Described: _____

 Name of Volunteer: _____
 Phonetic Spelling (for announcer): _____
 Volunteer's Job Title: _____ Volunteer's Phone #: _____
 Description of Job: _____

Why Volunteer Was Selected for Award: _____

Volunteer's Place of Employment (if any): _____

 Name of Volunteer: _____
 Phonetic Spelling (for announcer): _____
 Volunteer's Job Title: _____ Volunteer's Phone #: _____
 Description of Job: _____

Why Volunteer Was Selected for Award: _____

Volunteer's Place of Employment (if any): _____

 Name of Volunteer: _____
 Phonetic Spelling (for announcer): _____
 Volunteer's Job Title: _____ Volunteer's Phone #: _____
 Description of Job: _____
 Why Volunteer Was Selected for Award: _____
 Volunteer's Place of Employment (if any): _____

 Name of Volunteer: _____
 Phonetic Spelling (for announcer): _____
 Volunteer's Job Title: _____ Volunteer's Phone #: _____
 Description of Job: _____
 Why Volunteer Was Selected for Award: _____
 Volunteer's Place of Employment (if any): _____

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 Description of Job: _____
 Why Volunteer Was Selected for Award: _____
 Volunteer's Place of Employment (if any): _____

For more information on the "Volunteer of the Day" program, contact: Martha J. Means, Program Coordinator, Voluntary Action Center, 709-A Westnedge, Kalamazoo, MI 49007, (616) 382-8350.

PLEASE NOTE: Volunteers will not necessarily be mentioned in this order in radio spots or the Kalamazoo Shopper. Please obtain the permission of all your volunteers to have their names publicized.

Send to: Martha J. Means, Program Coordinator, Voluntary Action Center, 709-A S. Westnedge, Kalamazoo, MI 49007.

Moments of Truth in Volunteer Management:

USING A QUALITY CUSTOMER SERVICE APPROACH

By Kenneth J. Kovach

This is the decade of an expanded awareness of the many dimensions of quality customer service. It is a time when leaders and managers in the service sector are concerned not only about attracting new customers but also about retaining the ones they have. It sounds somewhat like our work with volunteers: recruiting and retaining on a regular basis. We may not call volunteers our "customers," but perhaps refer to them as "constituents" or "clients" or "consumers." The bottom line, however, is that we try to develop an exchange relationship with them so they will become a part of our organization and stay with us for some significant period of time. The nature of this relationship can be understood today from a *quality customer service* perspective based on a marketing approach to doing business in this new decade.

Almost 60 percent of all the people employed in the United States is part of the service sector. This applies to four broad segments of our economy: (1) transportation, communications and utilities, (2) wholesale and retail trade, (3) finance, insurance and real estate, and (4) services, including accounting, engineering and legal work; housekeeping, barbering and recreational services; and most of the not-for-profit areas of the economy.

We can talk about the dimensions of customer-focused services in the follow-

ing terms: "Help Me"—the classic sense of helping offered by all four of the service sector segments; "Fix It"—the sense that we are a nation of many things that are broken and/or not working for some reason, and whoever made it or served it is responsible, and "Value-Added"—shaping the way we do business to serve the customer in the best possible way.

There have been significant changes over the past five years in the profiles of people who volunteer. Do we really know our volunteers—our "customers"—today?

The Value-Added Dimension

This last dimension—"value-added"—is the most intangible of all and more easily understood by example than by definition. A potential volunteer calls our organization and says, "I would like to volunteer!" We talk with her on the telephone, schedule an appointment to meet face-to-face, and then what happens? The volunteer comes into our organization and begins to develop a relationship with us. We ask a lot of questions but also give a lot of information. We talk about the organization, what role it plays in the community, what kinds of services it provides and to whom,

what specific things volunteers do within the organization, etc. If we have been prepared, we have provided a big-picture orientation to our organization and have added value to the experience of that volunteer. A very popular definition of quality customer service is "to exceed the customer's expectations of service."

The Service Management Challenge

Several years ago when I began developing training programs in the field of customer service, I renewed most of the best-selling books about the topic and they focused my attention on two key concepts: (1) the Service of Management Challenge and (2) the "Moments of Truth" Cycle of Service. In *Service America! Doing Business in the New Economy*, authors Karl Albrecht and Ron Zemke write: "Service is now the business of business in America. The capacity to serve customers effectively and efficiently is an issue every organization must face." To be a truly customer-centered organization (not product- or turf-centered) requires a shift in management philosophy and practices. "Increasingly," they say, "the marketplace is opting to do business with those who serve and declining involvement with those who merely supply."

We have maintained for decades that as professionals in this not-for-profit sector, we are dedicated to service. Throughout my professional career, however, I have worked with hundreds of organizations that have failed to provide their serv-

Ken Kovach is the director of The Volunteer Center and Regional Training Center, United Way Services, in Cleveland, Ohio.

ices from a *customer-service* perspective and, in many cases, have lacked a basic understanding of service management.

We have heard a lot about empowerment these days, in part because of the dependence our services have created for many persons. Therefore, I concur with my colleagues in the service sector that our organizations must develop the following capacities: (1) the ability to think strategically about service and incorporate a strong service orientation into the vision of their strategic future, and (2) the ability to manage the design, development and delivery of service.

As we relate service management to working with volunteers, we should focus our attention on the most recent marketing research available to us—both locally and nationally. There have been significant changes over the past five years in the profiles of people who volunteer. Do we really know our volunteers—our customers—today? Have we incorporated new marketing information about them into our planning processes, into job design, recruitment, interviewing/screening, training and enabling?

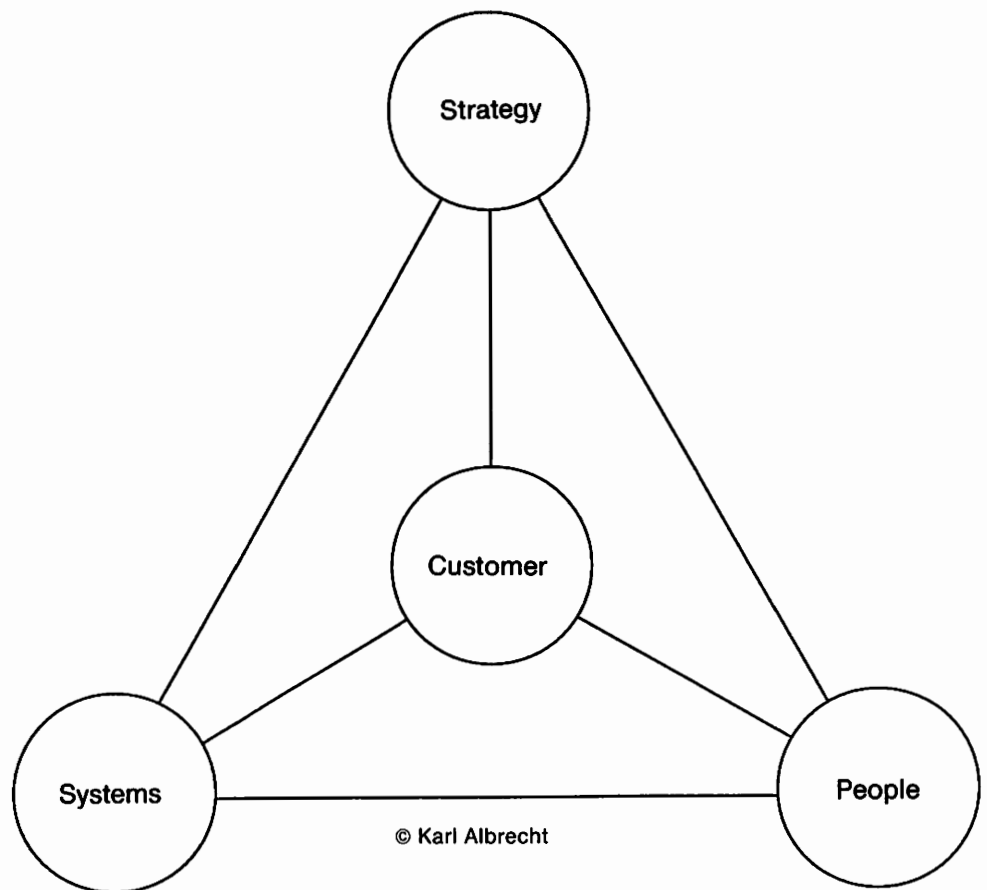
In most cases, our volunteers become part of the delivery of services. What have we done lately to prepare them as service representatives of our organization? We have the dual challenge of seeing volunteers both as the consumers of our services and as service providers. So they must be seen as our partners in effective service management.

Outstanding Service Characteristics

Albrecht and Zemke identify three features that outstanding service organizations have in common:

1. A well-conceived **strategy** for service, which directs the attention of everyone in the organization toward the real priorities of each customer
2. Customer-oriented frontline **people**, who are tuned into the customer's current situation, frame of mind and need
3. Customer-friendly **systems**, which are designed for the convenience of the customer rather than the convenience of the organization.

The Service Triangle represents the three service elements of strategy, people and systems revolving around the customer in a creative interplay. This model represents a process rather than a structure; it includes the customer in our conception of our business. The organization exists to serve the customer *as well as* the



THE SERVICE TRIANGLE

needs of the people who are serving the customer.

“Moments of Truth”

Jan Carlson, chairman of Scandinavian Airlines System (SAS), wrote about the “moments of truth” he observed in his organization and focused attention on the cycles of service. “We have 50,000 moments of truth out there every day,” he says. By Carlson’s definition, these are the episodes in which a customer comes into contact with any aspect of the company, however remote, and thereby has the opportunity to form an impression.

As we think about the volunteers in our organization, how many “moments of truth” can you identify? Who is participating in these moments of truth? Are you there every time or is it other paid staff and volunteers?

“Most moments of truth take place far beyond the immediate line of sight of management,” say Albrecht and Zemke. “Since managers cannot be there to influence the quality of so many moments of truth, they must learn to manage them indirectly, that is, by creating a customer-oriented organization, a customer-friendly

system as well as a work environment that reinforces the idea of putting the customer first.”

For the service provider, the customer’s perceptions of quality depend on both the result of service and the service process itself.

We can look at quality service from two perspectives: (1) the procedural side of service, which consists of the established systems and procedures to deliver services and/or products, and (2) the personal side, which shows how service personnel use their attitudes, behaviors and verbal skills in interacting with customers.

By utilizing the Cycle of Service Model, we can develop an in-depth understanding of both perspectives of service delivery within our organization; we can identify each and every “moment of truth.” Let’s look at one of the various programs and services in which volunteers are involved. Our focus is on the key contact points between staff and potential volunteers; each one is called a “Service Context.”

1. The potential volunteer has called for an appointment and the telephone creates the first moment of truth—with whom? Does the person who answers the tele-

THE MOMENT OF TRUTH MODEL

Inputs

Attitudes
Values
Beliefs
Wants
Feelings
Expectations



Inputs

Attitudes
Values
Beliefs
Wants
Feelings
Expectations

© Karl Albrecht and Lawrence J. Bradford

phone understand how your organization is customer-oriented? Is she/he prepared to receive as well as give information to facilitate service delivery?

2. Contact is made with your volunteer office, but you, as volunteer administrator, are not there. Another moment of truth has arrived! What's the game plan for when you're out? How many times must a volunteer call back?

3. The volunteer comes in for an interview; she/he is out of breath because of (a) the three-block walk to your office, (b) the lack of guest parking spaces because staff has used them, (c) the receptionist doesn't

really know where your office is located.

4. During the interview, you can't seem to find the volunteer job description (or don't have one for the job). Are you really prepared for this person and can she/he tell you're not really serious about this situation?

5. After the interview, you go to the department that has requested the volunteer assistance and (a) it doesn't have the job available anymore, (b) it doesn't know who you are, (c) it has no one who can talk to you right now—you didn't call ahead to tell them you're coming . . . I think you're beginning to get the picture!

Each one of us has a personal storehouse of memories of moments of truth in our life experiences. We experience the moment of truth as intensely personal. We may even forgive "glitches" in the system of an organization, if there is at least one individual who acknowledges our personal needs and makes an effort to correct the situation. In the world of volunteerism, however, people have more choices than ever before and will not tolerate systems, people and services that are out of touch with the new levels of expectations of quality customer service. ■

CYCLE OF SERVICE WORKSHEET

For each major component of a program/service in your organization, complete one Cycle of Service Worksheet and specify the following using the Service Triangle as your guide:

(1) What is the service (or part of the service) being provided and is there a clear STRATEGY (underlying purpose) for providing that service?

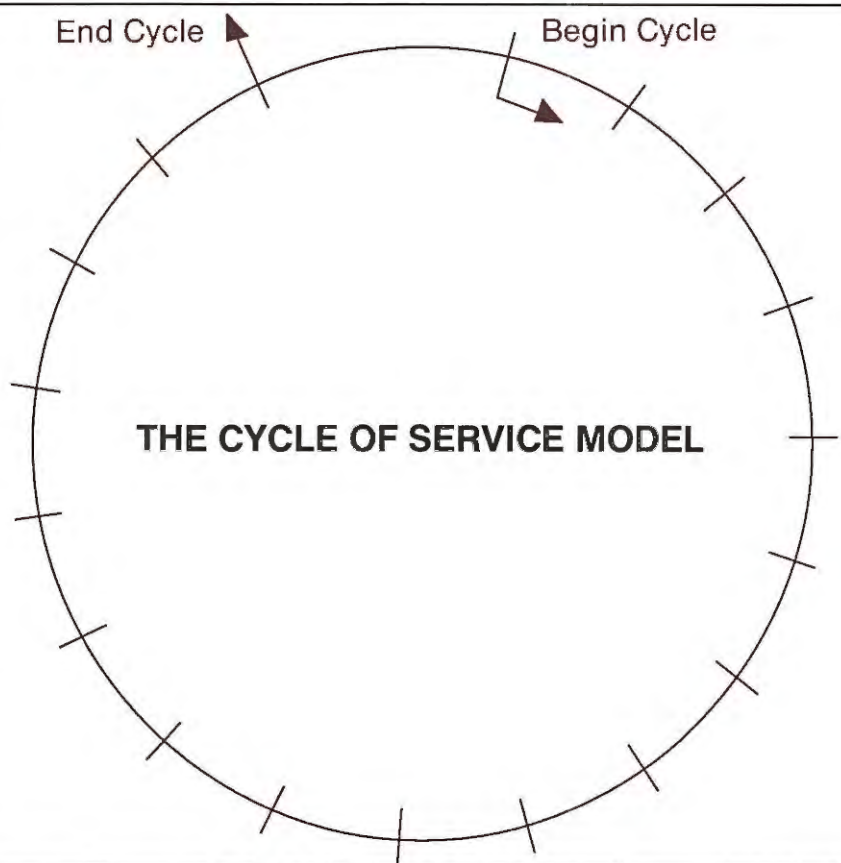
(2) What SYSTEM (or part of a system) is operating at this moment to support the delivery of service and it "user friendly"?

(3) Who are the PEOPLE involved at this point in regarding your organization's "customers" and this customer's specific needs(s)?

Completed accurately, the Cycle of Service Model will give you management information for supervisory discussions, in-service training, and over-all staff team development. In the most successful service organizations, customer service is everyone's business! The concept of managing the moments of truth is the very essence of service management.

End Cycle

Begin Cycle



THE CYCLE OF SERVICE MODEL

A Customer Service Approach:

IF YOUR VOLUNTEER HAS A PROBLEM . . .

By Steve McCurley

The following lists have been adapted from training materials developed by Steve McCurley for improving customer relations. We have substituted the word "volunteer" for "customer" so you can see how a customer orientation can apply to a volunteer department as well.

Keep your cool.

- If you're right, there's no reason to lose your temper. If you're wrong, you can't afford to lose it.
- Don't argue. Convincing yourself that you are right won't help you recruit or retain a volunteer.
- Be positive in your approach—even if your organization is totally in the wrong. You don't have to be defensive. Be positive about your intention to *correct* the mistake.
- Allow the volunteer to blow off steam, but don't take it personally and try to get him to do it in private. There is no sense in embarrassing you and disturbing other volunteers.
- Never let the volunteer lose face.

Listen with empathy and look for the facts.

- Show that you really care about the volunteer and her problems. A volunteer who sees that you are concerned is more likely to stop complaining and start working toward a solution.
- Listen for areas of agreement and agree with the volunteer whenever you can.
- Nod your head in agreement, paraphrase important points and confirm with the volunteer that you have his side of the facts correctly. Agreeing is not enough; you must *show* that you agree.
- Ask the volunteer what she wants done to solve the problem.
- If the volunteer thinks that you really care about him and his problem, he will begin to look at you as his ally in solving the problem, ignoring the fact that you are an employee of the organization he is complaining about.

Take action to solve the volunteer's problem.

- Do what you can to solve the volunteer problem. If you can't solve the problem yourself, refer her to someone who can and take what steps you can to put her in direct contact with that person.
- If possible, offer the volunteer several options and let him choose which would be most satisfying.
- If you are at fault, apologize.
- When offering solutions, state them in a positive manner: Avoid phrases like "we can't do that today" in favor of "we can meet with your supervisor first thing tomorrow."
- If you can't solve the volunteer's problem, say so directly and politely. Then ask the volunteer what sort of other settlement might satisfy him.
- When citing an organization rule, always explain the justification for the rule.

Bring the session to a polite close.

- After you've done what you can, ask if there is anything else that you can do to help.
- Thank the volunteer for bringing the problem to your attention.
- If possible, make a follow-up call to the volunteer to check on her satisfaction.
- Keep the volunteer informed of progress. Expectation without information will only heighten anger.

A Customer Service Approach:

WHAT NOT TO SAY TO VOLUNTEERS AND POTENTIAL VOLUNTEERS

“I don’t know.”

If you don't know, your job is to find out. There is no need to show your ignorance when the volunteer already thinks you should know the answer. Instead, say “I want to make sure I give you the right answer. Let me check and find out.”

“We can’t do that.”

A direct negative from you is guaranteed to produce a directly negative response from the volunteer. Look for an acceptable alternative solution. Say what you *can* do; don't dwell on what you can't do. Say, for example, “What if we were to [solve the problem this way], instead of . . . ?”

“You’ll have to . . . ”

Volunteers who already have to go out of their way to correct a problem do not like to be told that additional effort is required to resolve the situation. Try to soften the requirements by using phrases like “if you could help me by doing this . . . ” or “here’s how we can help with that . . . ” or “if this should happen again, here’s how to get the quickest response” If you have paperwork that needs to be completed, assist the volunteer in completing it.

“Hang on a second . . . ”

If you have to make potential volunteers wait, ask their permission. Do not just abandon them. After explaining why they must wait, say, “Would you like to hold or would you rather I call you right back?” Most people are willing to hold once they understand why they are being asked to do so. If it is going to take a while, give the volunteer an estimate of how long it will take and get back to them within that time period.

“No” at the beginning of a sentence.

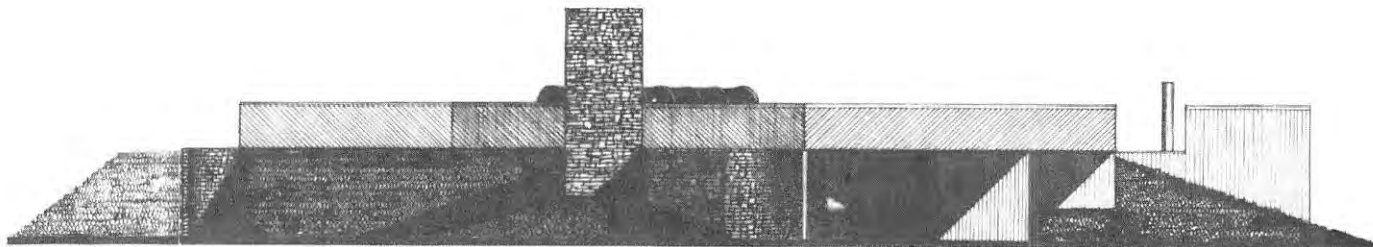
Phrasing sentences this way sounds like a total rejection. If you have to turn down a request, try combining the rejection with a conciliatory offer or sympathy or a question about a satisfactory alternative. Try to inject some positive note into all responses, focusing attention on what you are willing to do for them, not on what you aren't willing to do.

A Customer Service Approach:

OBTAINING VOLUNTEER FEEDBACK

- Always talk person-to-person with your volunteers. Spend some time with them. Get to know them and let them know you. Listen to them.
- Organize focus groups. Invite selected volunteers to come in and discuss what they like and dislike in an open forum. Invite both satisfied and dissatisfied volunteers.
- Ask volunteers to respond to a survey, via phone or mail. Provide them with feedback on the results of the survey and what you intend to do because of it.
- Ask volunteers about what problems they are having, what they think should be done about the problems, what they like about your program, and what else they would like to see you do or provide.
- Have suggestion boxes and feedback forms easily available.
- Keep track of problems you are having, why they occur and what you have done about them.
- Thank volunteers who tell you about problems or make suggestions. Give them the credit for helping you make things better.
- Move volunteer communication and problem-solving from a low organizational priority to a high priority.
- Measure employee performance based on volunteer feedback.
- Respond rapidly and openly to all volunteer complaints.
- Encourage employees to tell you about volunteer complaints and suggestions, about what they tried to do to satisfy the volunteer, and about the volunteers' reactions to their attempts.

"You can observe a lot just by watching."
—Yogi Berra



VOLUNTEERS IN THE CHURCH OF TOMORROW

If present trends continue, the church of tomorrow will have a smaller staff. It will also have more direct involvement from volunteer leadership.

By Margie Morris

(The following article is the final chapter in Margie Morris's book, Volunteer Ministries: New Strategies for Today's Church [1991, Newton-Cline Press, 421 N. Sam Rayburn Fwy., Sherman, TX 75090, (214) 892-1818, 160 pp.]. The chapter, "Clergy and Staff Support: How to Empower Disciples, is reprinted with permission.)

A good boss makes people realize they have more ability than they think they have, so that they consistently do better than they thought they could.
—Charles Wilson

But I am among you as one who serves.
—Luke 22:27 (NIV)

Cows would have a better perspective if they could see the world from both sides of the fence. I know, because I've grazed in the pastures as a volunteer and roamed the fields as a church staff member. From either angle, I see tremendous changes occurring.

If present trends continue, the church of tomorrow will have a smaller staff. It will also have more direct involvement from volunteer leadership. That means we must

Margie Morris, trainer and author, is a former church staff member who publishes a newsletter, Volunteer Impact: New Ideas for Growing Churches.

begin preparing now for the gradual shifting of power and influence that has traditionally remained in the clergy's domain. Volunteers will have to accept and make better use of the responsibilities given them. And church professionals will have to give up some control.

Don't misunderstand me. Most pastors have plenty to do without engaging in power struggles over volunteer programs! But the "doer" instinct has been cultivated in our clergy. I suspect it begins in divinity school and is enhanced by congregations who treasure the close contact with their ministers. Other church professionals share that instinct. I know I did. Until I became really, really tired.

Only then did I realize how many of my responsibilities could be shared with volunteers. It took a gargantuan effort to let go of some of the jobs I not only performed, but created. Giving up control was hard, but in the long run, it was better for the church and better for me.

The issue of control is not often a blatant tug-of-war. It's sometimes so subtle that we fail to recognize it. For instance, a member of the church staff may feel some resentment at being saddled with the job of poring over color samples for the new paint in the choir room. But often, subtle leadership patterns may have made it im-

possible for anyone else to make the decision.

Let's look at a further example. Suppose the worship committee wants to help the congregation participate more fully in the worship service. They decide to include the pew Bible page number alongside the Scripture reference in the worship bulletin.

Since the pastor is present at this committee meeting and says nothing to the contrary, the committee assumes that its decision will be implemented. It isn't.

The pastor does not want to offend committee members, but she has a fundamental philosophical objection to what she sees as "spoon-feeding" churchgoers. She hopes that if the page number is not listed, the congregation will be motivated to learn how better to use the Bible.

The conflict here has nothing to do with which position is "right." The issue is one of power. The fact that forthright communication never occurred further complicates the problem.

When church staff members regularly override decisions made by volunteers, they send a message to the congregation: "You may as well refer all matters to the church staff for approval or decisions to start with, because they are going to have the final say, anyway."

Often, the larger the church staff, the greater the conflict. The mindset in some churches is that members are paying for the leadership and service of experts who are expected to create, develop, implement and sustain all things significant. When things go haywire, members can blame the professionals. But there's no staff in the world that can guide a thriving, growing church without the energetic leadership that only the laity can provide.

Our theology tells us that *every church member is a minister*. There are some roles that only the clergy can perform. But there are many others that can challenge the full range of the congregation's expertise. That means that as a staff member or volunteer leader, I will sometimes allow someone else to perform a job or service that:

- (a) I am perfectly capable of doing,
- (b) I'm quite good at, and/or
- (c) I enjoy doing.

In their book, *Volunteer Youth Workers*, authors Stone and Miller write, "If a team is to function, we must let them get into the game."

How Can We Function as a Team?

Let's start with an example from the Education Department. As the director, I can recruit Sunday School teachers . . . keep the supply room stocked . . . provide training . . . plan recognition events . . . prepare mission projects . . . schedule fellowship events . . . write notes to visitors . . . send birthday cards . . . design and publish a monthly newsletter . . . arrange field trips . . . choreograph the Christmas pageant . . . make cookies for the choir . . . change the bulletin boards each quarter . . . keep the scrapbook updated . . . be in charge of acolytes . . . teach Confirmation classes . . . send publicity notices to the newspapers . . . create new and exciting programs . . . and die young.

A healthier alternative would be to develop a "Resource Bank" of talented people who would donate their services for special occasions or on a short-term basis. I might coordinate the following positions for the Education Department's volunteer team:

- photographer
- historian
- culinary artist
- field trip guide
- pageant director
- Confirmation leader
- acolyte director
- mission leader

- secretary
- chair, Choir Boosters
- newsletter editor/publisher
- party coordinator
- bulletin board designer
- stock clerk
- publicity chair
- special event coordinator
- etc.

If my efforts are then supported by an active volunteer ministries program, the Education Department can do more, be more and have more fun. If all ideas and activities must be the work of one individual—volunteer or staff—then the program thrives only as long as the person in charge does. And at the hectic pace in many churches, that's not long.

There's no staff in the world that can guide a thriving, growing church without the energetic leadership that only the laity can provide.

As the director of the program outlined above, my willingness to let go of some control would be a significant factor. The tricky part is that I know that some volunteers will do their jobs better than I could have done them. Some will do them every bit as well. A few may not meet my expectations or get the job done at all. (This last is less likely to happen if the volunteer program has done its job of discovering gifts, interviewing and placing volunteers in jobs that are right for them.)

What often happens when the ball does get dropped, however, is that professional church members feel compelled to pick it up. Floundering projects make everyone nervous. But if I continually rescue inefficient volunteers, or if I step in every time a program falters, I bring control back into the professional court.

"If a team is to function, we must let them get into the game." Nobody wants to be a token player. If our volunteer recruitment efforts focus on finding the best person to do a job that he or she wants to do, then we will have few qualms about entrusting that person with leadership. We can step back and let the volunteer make decisions, knowing that the right to decide is a basic part of the job.

How Can Authority Be Used Wisely?

You can use your influence to encourage, affirm and claim the work of the volunteer in the church and the community. Support those who serve both publicly and privately. Elevate ministries to a place of importance in your church.

Many church leaders advocate a regular and systematic recognition of volunteers during times of worship and fellowship. Others make it a point to stay informed about who is serving where, so that they can stop by the workplace to say hello or can send a note of encouragement.

We spoke earlier in this book about the value of spotting potential. Church leaders with a capacity to see the best in people motivate volunteers to take risks and grow. They have faith in the abilities of others and show it by allowing volunteers to lead the church ministries.

Allow risk taking. Some of the most successful programs start out as radical concepts. One town took a chance. They took troubled teens, with histories of legal violations, and placed them with other young people living in a home for the physically and mentally disabled. And it worked.

The project made the teens feel needed and loved—some for the first time in their lives. The handicapped youths responded better to these new caregivers than they did to teachers who were trained to work with them. Everybody benefited.

But first, someone had to say, "Let's do it."

Trust that by enabling others to succeed, you enhance your own leadership. The "boss" who celebrates the accomplishments of other staff members or volunteers brings a joyful enthusiasm to ministry. If we are to move forward, the clergy and church leaders must cheer volunteers on—every step of the way.

Why Is Information Powerful?

The availability of information directly affects leadership. Appropriate channels of communication are vital for the exchange of information from staff to volunteers and vice versa.

If a brochure arrives announcing a seminar on marketing volunteer programs, will the staff volunteer coordinator notify committee chairs and project leaders? Does the church secretary make his or her clip art files available to volunteers? Is the resource library unlocked on Sunday mornings and during meetings?

Information often equals power. Relin-

quishing control of it sometimes comes down to the question of whether I, as a leader, am willing to allow another to know as much about a subject as I do. More often, it's a question of simply remembering to disperse information to those who might benefit. Sharing information is one important way to empower disciples.

The best leaders—clergy or lay—delight in the success of others. No one corners the market on good ideas when leaders and volunteers support and encourage each other.

What Are Some Ways to Focus on Volunteers?

Have you noticed that when a pastor or staff person enters a committee meeting or planning session, the focus in the room shifts slightly toward that person? It may be almost imperceptible. Heads may incline slightly in a new direction. Chairs may be scooted back to ensure the newcomer a clear line of sight. Questions may be directed toward that person, rather than addressed to the chairperson or group leader.

Sometimes, when a church professional enters a meeting in progress, the atmosphere itself changes. There may be less freedom of expression, less spontaneity. There may be subtle responses within the group to the staff person's mood.

It's not that the professionals are intentionally overbearing—not at all. Title and position alone are often enough to affect group dynamics.

The same might hold true to a lesser degree for chairpersons sitting in on subcommittee meetings—the group leader ceases to be in charge, as if by some unspoken code.

If, as leaders, our attendance at certain meetings is mandatory, we need to find ways to take a back seat throughout proceedings chaired by someone else.

Many meetings do not require clergy or staff presence at all. There are other, more efficient ways to keep up with what's going on in all areas of the church.

It's always a judgment call as to whether clergy or staff presence is needed in any particular meeting. But many options exist between close supervision and a total "hands-off" approach. Pastors and other staff members will need to decide how much control to exercise in any given situation. It is to be hoped that the work of the church can rest in the hands of carefully chosen leaders. But there will be times when closer supervision is required. Most

church professionals work hard to maintain a delicate balance.

As lay people, it's important for us to recognize that the "success" of the church directly affects a pastor's career. The clergy have a tremendous investment in our collective ministries, and in us as individuals, as well. We help them do their jobs by doing ours.

Church administrators hold the key that opens the door to volunteer involvement. Leaders must be managers, enablers, cheerleaders and innovators. They must know when their voices need to be heard and when to remain silent. Above all, leaders must be seen as those who serve.

Who Are the Likable Leaders?

What kinds of traits inspire volunteers? Probably the same ones that you yourself appreciate in leaders who have helped you. A group of one hundred volunteers created the lists below:

What We Like

accessibility
honesty
organization
sense of humor
accepting responsibility for own mistakes
flexibility
a good listener
shows concern and interest
team player
delegator

What We Dislike

intimidation
unfairness
cynical attitude
moodiness
won't share information
demeaning remarks
critical

patronizing
fosters discontent
says yes without meaning it

Volunteers in the church, probably more than anywhere else, care what supervisory personnel think about them and the work they do. STAFF OPINIONS MATTER! Congregations develop deep attachments to their pastors. They seek their approval, but, more importantly, they desire their respect. The confidence that leaders place in volunteers' ability to do the jobs entrusted to them communicates high regard.

Leaders can show their interest in volunteers by inviting them to staff meetings to explain a project, give a progress report or provide input in a question under discussion. Leaders can ask for help in evaluating programs and planning for the future. Leaders can express the personal appreciation for a volunteer's service. And leaders can celebrate every area of volunteer ministries in the church and the community.

Church professionals have the ability to influence attitudes and impact climates. They help by encouraging innovation. They help by lending enthusiasm to creative ideas and new directions. They help by assisting others pave the way for acceptance and success of volunteer programs. Those programs must have staff support to succeed.

How Can We Turn Maintenance into Mission?

On a scale of one to ten, where would you place the importance of your current volunteer program in the minds of the congregation? Do they see it as a cumbersome but necessary part of keeping the church going?

If so, you might want to ask yourself some further questions. How does the present leadership facilitate volunteer action? How widespread are opportunities for serving beyond the local church? How much fun is the congregation having?

Church administrators hold the key that opens the door to volunteer involvement. Leaders must be managers, enablers, cheerleaders and innovators. They must know when their voices need to be heard and when to remain silent. Above all, leaders must be seen as those who serve.

Granting others the option of service is allowing them to make a difference. Volunteers bring the Gospel to life. Even if they make mistakes. Even if every effort is not a colossal success. Even if you or I would have done things differently. □

Tool Box



Compiled by Kate Whalen

Blueprint for Volunteer Diversity. United Way of America. Order from: Sales Services America, 901 North Pitt St., Alexandria, VA 22314, (800) 772-0008. \$18.50 + \$2.50 shipping/handling.

This resource was designed for nonprofit and private sector foundations interested in developing and implementing minority outreach programs. *Blueprint* provides information on planning and implementing a program to recruit, develop, place and retain Asian, Black, Hispanic and Native American Indian volunteer leaders. The book is based on the experiences of 23 United Way organizations that conducted Project Blueprint minority outreach programs between 1987 and 1990. Included are program profiles with a summary of site demographics, project results and lessons learned.

Volunteer USA. Andrew Carroll. Fawcett Columbine, New York. 1991. 320 pp. \$8.95. For further information, contact: Debbie Stier at (212) 572-2389; for West Coast information, contact: Liz Williams at (213) 452-6690.

Volunteer USA is a quick access guide to causes and organizations for potential givers and volunteers. It includes specific advice on what one can do on one's own and a comprehensive list of both national and local organizations. Readers can choose from a wide list of causes for involvement such as AIDS, illiteracy, alcohol abuse, animals, the elderly, the environment, homelessness, child abuse, education and mental illness.

Volunteer? What Difference Does it Make? and **I Have a Question. What Can I Do to Help the Homeless?** The Interagency Council on the Homeless, Suite 7274, 451 Seventh Street, SW, Washington, DC 20410, (202) 708-1480. 1990. Two booklets. Free.

Volunteer? (16 pp.) and *I Have a Question.* (7 pp.) offer ideas for individuals who want to help the homeless and information on where they can find out how to help. They answer such questions as who are the homeless and how did they get that way? Why do we see so many homeless people on the streets of our country these days? Who is responsible for helping them?

Voluntarism Review and Reporter. Studies of Voluntarism and Social Participation, Inc. (SVSP), PO Box 1495, Alpine, TX 79831, (915) 837-2930. \$10 for 1991 issues; all previous nine issues are \$4 each. (Canada and Mexico must add \$1; add \$4 for overseas mailing.)

This biannual publication (February and August) reviews and monitors current publications in the academic and practice field of voluntarism. Subject areas include volunteers and volunteering, voluntary associations and organizations, philanthropy, community service, voluntary programs, voluntary participation in all work and serious leisure, and other areas. Each issue contains essay reviews, abstracts, commentaries, reports.

Volunteer Literacy Program Management Information Series. New Reader's Press Update, Department 81-491, PO Box 131, Syracuse, NY 13210-0131, (800) 448-8878. Four booklets. \$5 each + \$3 handling; add \$2 for PO Box delivery.

The series is a collection of booklets containing practical information on administrative and management issues of volunteer literacy programming. *Corporate and Foundation Fundraising* is a guide for locating potential corporate and foundation donors and for developing winning proposals. *Designing Effective Newsletters* covers everything from concept to content design to distribution. *Exploring Small Group Instruction* gives an overview of the ideas and practices that make small groups effective, and *Practical Fundraising Ideas* provides an overview of some successful fundraising projects developed by local volunteer literacy programs.

Women's Funds. National Committee for Responsive Philanthropy, 2001 S St., NW, Suite 620, Washington, DC 20009, (202) 387-9177. 1986. 16 pp. \$5.

This report maps the terrain of more than 60 funds dedicated to raising money for women's and girls' organizations and projects. It describes who they are, why they have come into existence, what they do and where they are located. Includes profiles of five key funds.

(Continued on next page)

Special Report on Workplace Giving Alternatives: 10% and Growing. National Committee for Responsive Philanthropy, 2001 S St., NW, Suite 620, Washington, DC 20009, (202) 387-9177. 1990. 32 pp. \$10.

Profiles of 134 alternative groups to the United Way who raised \$205 million in payroll deduction contributions in 1990 (estimate). Money was raised for social justice, environmental, health, international, arts and other charities. Fifty-six of the 134 alternative funds raise workplace contributions for racial/ethnic minorities, women, other social change and environmental organizations. These 56 expect \$42 million in payroll deduction contributions from 1990 campaigns.

Community Foundations: Unrealized Potential for the Disadvantaged. National Committee for Responsive Philanthropy, 2001 S St., NW, Suite 620, Washington, DC 20009, (202) 387-9177. 1989. 65 pp. \$20.

Detailed examination of six of the largest community foundations and their responsiveness to the disadvantaged and disenfranchised. Services, communications, grant patterns, risk-taking, fund raising, board and staff composition are reviewed.

The Other Side of Childhood. Dr. Marcia Zashin, Cleveland State University/Child Abuse Training, 1343 Rhodes Tower, Euclid Ave. at E. 24th Street, Cleveland, OH 44114, (216) 687-4719. Six videotapes. \$150 + \$5 shipping/handling.

This series provides answers for teachers, child care personnel and other mandated professionals responsible for reporting child abuse. Each tape deals with different aspects of child abuse recognition and the mandated reporter's responsibilities. Tape I: *A Victim Tells Her Story*; Tape II: *Prevention: The Key to Eliminating Child Abuse and Neglect*; Tape III: *The Physical and Emotional Indicators of Child Abuse and Neglect*; Tape IV: *Child Sexual Abuse*; Tape V: *What Should the Educator Do?*; and Tape VI: *Legal and Political Issues*.

"MORE IDEAS" Workbook. American Society of Association Executives, 1575 Eye Street, NW, Washington, DC, (202) 626-2733. 24-page workbook. Free.

MORE IDEAS provides tools to educate members about the value of their membership and to publicize the good works performed by associations. It includes a listing of other ASAE "Associations Advance America" resources designed for associations with little or no PR staff or budget. A series of camera-ready public service announcements (PSAs), for use in member publications, reminds readers how much they get from their association.

Meeting Facilitation: The No Magic Method. Berit Lakey. New Society Publishers, New Society Educational Foundation, PO Box 582, Santa Cruz, CA 95061-0582, (800) 333-9093. 11 pp. \$.75.

This is a guide for planning and carrying out consistently productive meetings with easy steps to help a group help itself in a handy outline format.

Adult Literacy Congress Video. Laubach Literacy Action. LLA Loan Collection, Jenny Ryan, Librarian, PO Box 131, Syracuse, NY 13210, (315) 422-9121. VHS.

This 26-minute video, developed by The Learning Channel and Laubach Literacy Action documents the Second National Adult Literacy Congress which took place September 11-12, 1989 in Washington, DC. This resource can be used: by tutors as an instructional aid; by student support groups for recruitment activities or as a model for issue discussion; by trainers to sensitize new volunteers to student issues; and by local programs for raising community awareness, as a fund-raising tool, or for recruiting students and volunteers. The video is for loan only from the LLA Loan Collection.

The Culture of Philanthropy: Foundations and Public Policy. By Althea K. Nagai, Robert Lerner and Stanley Rothman. Capital Research Center, 1612 K Street, NW, Suite 704, Washington, DC 20006, (202) 822-8666. 1991. 91 pp. \$17.50.

Published by the Capital Research Center, a Washington-based philanthropic watchdog group, this study was based on a review of more than 2,700 identifiably "politicized" grants given by 225 foundations during the mid-1980s. The data shows these foundations donating \$4 to liberal organizations and activities for every \$1 going to conservatives.

A Guide to Building Your Board: Six Keys to Recruiting, Orienting, and Involving Nonprofit Board Members. Judith Grummon Nelson. National Center for Nonprofit Boards, Suite 411, 2000 L Street, NW, Washington, DC 20036, (202) 542-6262, fax: (202) 542-6299. 1991. \$13.95 + \$2 shipping/handling.

This recruiting handbook presents a step-by-step approach and more than 20 ready-to-use forms to help organizations build active governing boards by attracting qualified and committed board members. The book guides boards and nominating committees through the process of assessing current board make-up, identifying and cultivating prospects, and recruiting and involving new board members. Also contains model forms, sample letters and checklists that can be used or adapted to meet specific needs.

The Governance Guide: 90 Key Resources on Nonprofit Boards. National Center for Nonprofit Boards, Suite 411, 2000 L Street, NW, Washington, DC 20036, (202) 542-6262, fax: (202) 542-6299. 1991-1992 edition. \$6.25 + \$2 shipping/handling.

This updated annotated bibliography identifies and describes more than 90 of the most useful books, articles, video and audio tapes, and other sources on nonprofit boards. Issues covered include board-chief executive relations, board assessment, the board's role in fundraising, liability and risk management, financial oversight, planning, higher education and more.

POSTER

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Calendar

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

- July 7-12 **Boulder, CO: Volunteer Management Program: First Level Workshop**
Sponsored by the University of Colorado at Boulder, Office of Conference Services, this workshop will involve administrators of volunteer programs (those relatively new to the profession) in creative learning experiences led by national leaders in the field, private consultants and professionals currently administering successful volunteer programs.
Fee: \$245, \$260 if postmarked after June 17, includes admission to all sessions, instructional materials and refreshment breaks.
Contact: Office of Conference Services, Campus Box 454, University of Colorado at Boulder, Boulder, CO 80309-0454, (303) 492-5151.
- Oct. 18-19 **Rochester, NY: National Compeer Training Conference**
This two-day conference, sponsored by Compeer, Inc., is designed for those who recognize the need for a one-to-one supportive relationship for the mentally ill who are in need of community support and for those who are in a position to set up such a program. Application deadline is September 13.
Contact: Bernice Skirboll, Executive Director, Compeer, Inc., Monroe Sq., 259 Monroe Ave., Suite B-1, Rochester, NY 14607, (716) 546-8280.
- Oct. 23-26 **Atlanta, GA: 1991 International Conference on Volunteer Administration**
Sponsored by the Association for Volunteer Administration, this annual forum offers discussion of common concerns, exchange of knowledge and experience, and interaction with well-known practitioners. Format includes workshops, institutes, consultations, site visits and special tours.
Fee: \$310 AVA Members; \$350 Non-Members
Contact: AVA, PO Box 4584, Boulder, CO 80306, (303) 541-0238.
- 1992**
- April 26-May 2 **Nationwide: National Volunteer Week**
Sponsored by The National VOLUNTEER Center, 1111 N. 19th St., Suite 500, Arlington, VA 22209, (703) 276-0542.
- June 21-24 **Chicago, IL: The National VOLUNTEER Conference**
Twelfth annual event, sponsored by The National VOLUNTEER Center, featuring nationally prominent speakers, workshops, discussions and information exchange with peers.
Contact: The National VOLUNTEER Center, 1111 N. 19th St., Suite 500, Arlington, VA 22209, (703) 276-0542.

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