

Volunteers: A Priceless Resource?

Two Professionals Offer Some Penetrating Insights

A lot of people see voluntarism as an "us" and "them" concept. That is, the "haves" doing for the "have nots." Has the concept of self-help been lost? Does an attitude of "paternalism" impede voluntarism in any way? Do the poor, for example, resent what voluntary associations do for them?

Ivan Scheier: This view, including "paternalism," has merit, but less than it once had. Self-help is rapidly becoming recognized as a form of volunteering and even institutionalized in community resource centers, such as Willard Garvey's "Hot Spots" in Wichita, Kansas. In these self-help programs, "volunteer" and "client" are one and the same. The advantages are fairly obvious, and other-help spinoffs occur regularly. Entire chapters could be written on this one.

Susan Greene: I strongly disagree that the concept of self-help has been lost. On the contrary, the strongest neighborhoods, the healthiest communities, and the most relevant voluntary associations — regardless of income — are those that have learned to tap their own resources — to help themselves — as well as link up with existing networks. Voluntary associations should be setting goals and ob-

How It All Began

The idea for this question-and-answer article came from a conversation on the "state of the art" of the Volunteer Sector in America between the then editor, Patrick Kennedy, and Ellsworth Culver, then executive director of the Alliance for Volunteering. The plan called for Foundation News to solicit questions from individuals involved in grantmaking activities, in particular, and Third Sector activities, in general. A list of the participants appears on Page 33.

jectives with the involvement of the client/consumer, or they risk becoming irrelevant, redundant, and ineffective — as well as paternalistic.

Has voluntarism become rigidly class conscious?

Greene: On the contrary, I believe that since the sixties the "class lines" of voluntarism have blurred significantly. The civil-rights movement, the consumer movement, the new emphasis on neighborhood groups, and the broadening of the volunteer work force has contributed to this happy circumstance.

What is the real rationale for volunteerism? If massive social services are necessary, why shouldn't we pay for them?

Scheier: Partly it is this: It takes people to help people. We'll never have enough money to pay all the people we need for this. Therefore, we have to involve unpaid people.

Do we really want to make basic caring values entirely contingent on money? Shall we pay people to observe, say, the Ten Commandments or the Sermon on the Mount? What happens to such values when paid for? Can you really purchase all the love and caring you need?

Greene: Of course, massive social services are necessary, and, of course, we should, and do, pay for them. That many are delivered efficiently and with great personal caring through the voluntary sector is a unique characteristic of our form of democracy. Further, those same voluntary institutions, and those volunteers, play the essential role of both monitoring and evaluating those massive social service programs delivered by government, as well as continue to innovate and demonstrate new ways of dealing with social problems.

Is voluntarism overly institutionalized and structured?

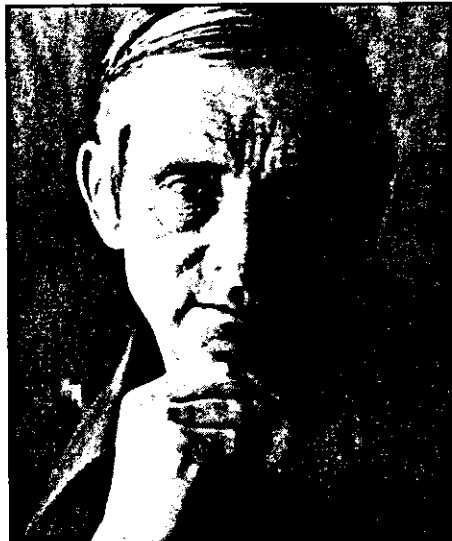
Scheier: For the structured volunteer program, the answer is yes. For the small but growing wing of the movement that is exploring other volunteer space, the answer is no. The real issue is whether these two wings will split in the next few years, or be able to develop a common body of knowledge and a single vision of helping.

Greene: This question must be answered with a resounding no! In fact, many bemoan the nonprofit sector's disorganization and disarray, which I would prefer to consider diversity and healthy pluralism. To be sure, there are mammoth bureaucratic, hierarchical institutions within voluntarism, just as there are in government and business, and there can frequently be layers of structure superimposed over movements that were more freewheeling in the beginning. But I suspect that supporters and critics alike would prefer to see a greater degree of coordination and collaboration in voluntarism to give the nonprofit sector more identity and shape.

Does volunteerism have any effective ways to measure progress or accomplishment? Or is the volunteer engaged in something that defies categorical ways to measure progress and accomplishment?

Greene: Nonprofit agencies have as many effective ways of measuring their progress and accomplishments as business and government have. Evaluation systems and management techniques can track and demonstrate the cost-effectiveness of volunteer programs. In addition, organizations that use many volunteers have learned to depend on interviews with clients to determine the overall success of volunteer programs.

Scheier: For volunteerism, we do not have totally effective ways, and will probably never have them, for the reasons implied in the second



Ivan H. Scheier

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The author of over 100 publications, Scheier also was an adviser for international volunteer programs. He is the recipient of several service awards and is a member of the Association for Administration of Voluntary Services.

Over his career he directed the National Leadership Learning Resource Center, the Association of Voluntary Scholars, and the Alliance for Volunteerism, Inc. and was a delegate to the White House Conference on Children and Youth.

part of this question and because we are frequently unwilling to submit the product of our faith to objective tests, even where tests seem feasible.

In this, is volunteerism really much different from the rest of the caring sector — service, policy, advocacy, religion? What "objective" tests are there for faith in a value system?

To whom is volunteerism accountable?

Scheier: Ideally volunteerism is accountable to volunteers, the people they serve, and the neighborhoods and communities in which they live. In fact, the most visible part of volunteering today (structured volunteer programming) is primarily accountable to agencies and/or funding sources. There is some overlap between the two, but far from perfect.

Greene: The voluntary sector is accountable to the public. Further, each organization, agency, institution, school, university, church, or whatever, is accountable to its own group.

Do you think that voluntarism is underappreciated in this country?

Scheier: Yes, but less so than it used to be. We are steadily becoming better integrated within our society.

Within "appreciation," I make a somewhat cynical distinction between "lip service" and "real service." We get plenty of easy verbal accolades; we don't get nearly enough of the specific, intelligent, committed support we need from the accoladers. That is partly our fault; we don't communicate to them clearly enough what we need.

Many people say that voluntary boards are not diversified enough by age, sex, race, and income levels. While generalizations are admittedly dangerous, is there, in fact, any truth in this charge?

Scheier: Yes, I believe so. For women, we have reason to know so, after the recent Alliance study by Call for Action, assisted by NICOV. As I understand the study, women are not as well represented in board membership and leadership. . . . I have no reason whatsoever to suppose it's any different for race and income level; though I have my doubts about age.

Aren't we missing at least two other related issues that are *sine qua non* to resolving this one? First, we must do

better to see that those who are legally or ethically accountable to boards take them seriously. Secondly, people unaccustomed to board membership must be offered training for board effectiveness. The sleeper here is the typical one for training as a panacea; we should also change board rules . . . to make boards more congenial to those who have been historically under-represented.

Greene: This is one question for which there are some specific statistics from a study carried out under the auspices of the Alliance For Volunteerism last year in three cities, Baltimore, Boston, and Denver. The objective of the study was to determine whether there was discrimination on the basis of sex on boards of directors in these three cities. An example from the findings in Denver proved the point: 65.77 percent of the total number of service volunteers were women, while 33.49 percent of the total number of board members were women. While the study did not pursue the question of race and income level, it follows that the experience of women is probably also repeated for minorities and persons of lower income. The problem of nondiversification of volunteer boards of directors is one of the sector's most vulnerable points.

Interestingly, this study shows by type of organization those that need to come the furthest in developing new policies of diversification. They are cultural institutions, foundations, social welfare agencies, environmental organizations, health-care services, and hospitals. Community development boards, educational institutions, and nonresidential health services organizations have a greater representation of women on the boards.

Voluntarism is sometimes promoted by advocates as a justification for not spending tax monies to solve important social problems. Is this true nationwide?

Scheier: It is true for some advocates of volunteerism, but I do not believe it is the dominant rationale of the majority. For them — though rarely stated explicitly this way — the overarching rationale is to increase the total sum of helping in our nation by increasing *both* paid staff and volunteer involvement. Heaven knows, there's enough work for more of both. We don't have enough evidence on this, but my impression is that there is frequently a positive correla-

tion between the number of volunteers and the number of paid staff in any agency situation. Volunteers tend to push the agency into new service areas; they can increase the agency's support-attracting credibility; and they can justify the need for staff to supervise and coordinate them.

Greene: In my experience, promoters of voluntarism do not advocate an end to the spending of tax monies on important social problems, but rather offer suggestions for spending those tax dollars *differently*. Historically, the voluntary sector has offered that innovative spark that has subsequently resulted in the institutionalization of needed services, and its continuing support by government. This mode has invariably been more successful than those occasions when government attempts to be the only initiator or innovator in response to a social problem. \$35 billion is given annually by the voluntary sector — HEW spends that in 90 days. Government's vast resources must be concentrated on relieving social problems; but voluntarism's investment can best point the way.

What are the major accomplishments of voluntarism in the last quarter century?

Greene: Four sweeping, voluntary movements have virtually changed the shape of our country in the last quarter century: the civil-rights movement, the peace movement, the environmental movement, and the women's movement. Each are classic examples of voluntarism at its best, from the citizen initiative of addressing a problem, to the mobilization of millions of people and dollars, to the establishment of institutions, and ultimately to the organized response from the profit and governmental sectors. With the exception of the cessation of hostilities in Vietnam, however, each still has a long way to go in terms of meeting the original objectives. Voluntary action will continue to be the critical ingredient.

Susan R. Greene

Susan Reid Greene, national executive director of the Alliance for Volunteerism, Inc., has been involved in volunteer efforts for more than 10 years. Prior to accepting her current position in July 1978, she served as president of the Association of Junior Leagues, Inc. Greene is also chairwoman of the Federation of Regional Planning and Development Boards in New York and a member of the board of directors of the National Center for Voluntary Action. She has received the Community-University Award and the George Arents Pioneer Medal for excellence in public service.



SCHOOL VOLUNTEERS WELCOME ROSALYNN CARTER



First Lady Rosalynn Carter addresses school volunteers in Massachusetts. Mrs. Carter visited Springfield recently to spotlight the varied services provided by six million American volunteers. Over ten years old, the School Volunteers for Springfield organization exemplifies community involvement in a public-school system. The School Volunteers divided their program into several groups, which, they believe, accounts for much of its effectiveness: One provides regular assistance in services such as library work and tutoring; another program permits specialized volunteers to share their expertise when requested; and still other programs enable senior citizens as well as high-school volunteers to channel their talents.

Given the nature of what the voluntary sector does, is it fair to say that some aspects of voluntarism have policy-making overtones?

Greene: There is no question that some aspects of voluntarism have policy-making overtones. In fact, some have described the ever-increasing importance of working for systems change as "the new voluntarism." Voluntary organizations and institutions are becoming adept at utilizing their knowledge and expertise, gained from years of service in an area, to influence policy decisions. It is high time, in my view, for the service providers — and the volunteers directly involved — to use their knowledge and share their values with the public.

What policies of the Federal Government are helping the nonprofit voluntary sector today the most?

Greene: The crass yet accurate answer to this question is that the Government's grantmaking ability is its most helpful policy toward the voluntary sector. Without question there are individuals and offices within the Federal Government that understand and support voluntary action, citizen participation, and voluntarily delivered services. Yet these pockets of interest do not even begin to compare with the millions of dollars in Federal aid and in contracts that not-for-profit organizations seek each year. I include in these programs the availability of CETA workers for not-for-profit organizations, which has enabled many to make up the shortfall in staff caused by shrinking private funds and inflation. Perhaps even more significant than all of these, however, is the Tax Reform Act of 1976, which included the so-called Conable Provision [substan-

tially broadening the extent to which charities may lobby], which will have the effect of enabling the voluntary sector's voice to be heard in policy development.

What Federal policies are hindering the sector the most?

Greene: The lack of a Federal policy toward voluntarism is perhaps the greatest hindrance we face. During the Presidential campaign, and, occasionally since then, there has been evidence of White House support for volunteering. Some in the bureaucracy share the view that as measures like Proposition 13 gain support across this country, community self-reliance and voluntary action will take on greater significance. However, due to the incredible scope of the task and lack of priority given it, early attempts in this Administration to inventory the Federal Government's involvement with voluntary programs have been scrapped. Layered on top of this lack of direction, is the critical problem of tax reform, and its impact on the health, if not the survival, of the voluntary sector.

There seems to be a trend in Government to take over an increasing amount of responsibility from the nonprofit sector in the delivery of human services, even though the number of nonprofit agencies seem to be increasing and existing agencies are trying to expand services. It is said that younger staff members in Government favor Government action over voluntary action. Do you agree that either of the two preceding propositions is true, and, if so, why is this happening?

Scheier: For volunteerism specifically, "yes" to both questions, though in the second question, I'm not sure this is entirely a younger-older distinction.

As for why it is happening, a simplistic syllogismlike statement might be: It takes specialists to pro-

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vide helping services. Specialists usually have to be paid. The Government has most of the money — and an increasing proportion of it. Therefore, the Government has to take care of helping.

Modern volunteerism confronts or should confront the first two propositions as comprehensively true statements.

The other sequence, of course, is: We have to justify the Government employees we have now. . . . Therefore, we have to find meaningful things for them to do, or cut back.

Thirdly, there is the failure of volunteerism to get it together, its failure to avoid duplication, and its failure fully to integrate with the mainstream. This leaves vacuums that a well-intentioned Government naturally fills; the hypothesis of power-tripping is not required to explain this.

Greene: In my view, the trend for Government to take over from the voluntary sector the delivery of human services has peaked, and will soon be seen in a sharp decline, due in great part to tax-cut initiatives sweeping the country. That Government has in fact increased its service-delivery role is the result of two major factors: less money in the private sector to keep up with, let alone expand, service delivery areas; and failure on the part of the voluntary sector to improve its outreach and accountability to the public. As to the second part of the question, those middle-management, younger staff members I have met in the Government do not necessarily favor Government action over voluntary action.

What can ACTION [the Federal volunteer agency] do most effectively to promote good relationships between government's human-service efforts and the private sector's efforts? What standard does ACTION use in selecting recipients for its programs?

Scheier: First part. I would like ACTION explicitly to build into its personnel hiring and promotion policies, a serious look at its staff's attitudes toward private-sector volunteerism. At present, they range from extraordinarily sensitive and supportive, to actively resentful.

I would like a very serious dialogue on the merits of ACTION, or its successor becoming a quasipublic corporation. I favor it for many reasons. For what it's worth, a model approximating it appears to have worked well for our English cousins' "Volunteer Centre."

Finally, a plea. ACTION is right in what I take to be its emphasis on a wider volunteer space. It is wrong in its seeming assumption that private volunteer sector leadership is mainly traditional, hidebound, elitist and other buzz words. That's the working stereotype that comes through to me anyhow. In fact, many of us are moving on our own steam parallel to ACTION, in the exploration of wider volunteer space. In some dimensions, I think, we are ahead of ACTION. Can't we have a dialogue on this . . . ? I'll try.

Second part. I honestly don't know. . . . But I'd have to say the very same thing for most Federal agencies.

For more insight on the issue, I'd like to see a sample study of who received ACTION programs and support, and who didn't — program by program, over the entire span of the agency's existence. I suspect that many of the operative trends will maintain themselves regardless of administration and agency leadership changes. . . .

Greene: There are three steps that ACTION can take to improve their relationships with the voluntary sector: 1. seek congressional authorization to establish a national advisory committee of persons from the voluntary sector; 2. encourage the establishment of state offices of volunteerism in all states to bring decision-making closer to delivery sys-

tems; 3. increase support to the Office of Voluntary Citizen Participation, so that arm of ACTION may vigorously seek the opinions and assistance of . . . the voluntary sector, particularly in planning and budgetary processes. By vigorously pursuing these three policies, the standards by which ACTION judges recipients for its program funding may be more broadly understood and supported.

When we speak of government, can we really speak of voluntarism in the same breath? Government "volunteers" are paid, aren't they?

Greene: No, government volunteers are not always paid. There are, for example, hundreds of thousands of volunteers in the 4-H Program, which operates under the auspices of the Department of Agriculture, and additional hundreds of thousands of volunteers serving through community CAP agencies, under the Community Services Administration. RSVP volunteers receive only a tiny stipend for expenses. Certainly, VISTA and Peace Corps workers are "paid," and the debate continues as to whether they are, in fact, "volunteers," but we cannot throw the baby out with the bathwater.

Scheier: No, but stipends or enabling funds aren't the problem. In the first place, many of the estimated two million volunteers working for Federal Government agencies don't have stipends, while private sector volunteer programs increasingly do have them.

Expense reimbursements enable volunteer work; they do not "contaminate" it. Those who think otherwise may be subject to a kind of reverse discrimination fallacy. You take an implicit proposition of our society — money is the measure of the value of work — and resentfully turn it on end — *no* money is the measure of the value of work. The propositions are equally absurd in their extreme, and equally inhumane.

If there is a "partnership" that can exist between government and the nonprofit sector, what roles and functions — given today's economic and political climate — can each perform best?

Scheier: The principal proprietorship of volunteerism must be private. This is because private citizen participation can be one of the most powerful private-sector checks and balances on government. In that perspective, I see volunteering and citizen participation in a free society as an extension of the ballot. You can "vote" with your volunteer involvement daily, if you wish, and you can choose from among a large array of "candidates."

The optimum partnership role for government hinges on the matching citizen-participation concept allocating appropriate government resources to government and private agencies. There are complexities and pitfalls here. But the basic idea is that appropriate matching citizen participation within the applicant organization, or a committed growth plan, would be an important criterion for the award of government resources.

There is still some control possible here, but at least the government is *not* in the position of specifically supporting volunteerism, and therefore . . . exerting control on its own check-and-balance.

At the same time, I do not think the government can or should precipitously retreat from the volunteer program dependencies it has created, such as NSVP and State Offices of Volunteerism. We need a humane, realistic plan for that.

Greene: The current relationship between government and volunteerism appears to be a master-servant one, with the nonprofit world constantly in a state of reaction. To work toward a partnership that respects citizen participation and shared decision-making is an essential task of voluntarism. Guidelines for our respective roles might be as follows. The voluntary sector will:

1. deliver services
2. become involved in the planning process in government
3. monitor and evaluate Federal programs
4. provide technical assistance to Federal programs
5. develop research and demonstration capabilities
6. encourage the involvement of the profit-making sector in community economic improvement
7. interpret Federal programs to the broader public
8. offer new mechanisms for direct citizen participation in government decision-making
9. become involved in the legislative activity that surrounds governmental processes

The public sector will:

1. relinquish completely, or contract with the voluntary sector for the delivery of services where possible, if the responsibility to those most in need can be assured
2. financially support comprehensive research and information-sharing programs
3. fund demonstration and pilot programs
4. develop policies that will increase incentive to charitable giving
5. utilize in the planning and budgetary process the results of citizen participation involvement
6. expand private capabilities to deliver technical assistance by supporting national training programs
7. recognizing that volunteers should not replace paid employees, remove the statutory barriers to volunteer involvement in governmental programs
8. through the development of regulations, Federal aid programs, employment practices, planning processes, and public pronouncements, recognize the scope and importance of the voluntary sector to the health of a democratic society.

How can we encourage volunteering by current nonparticipants?

Greene: We can encourage volunteering best by developing a new national understanding and commitment to volunteerism. In our definition we must include the broadest possible spectrum of activities from advocacy and lobbying, to grass-roots neighborhood action, to traditional service volunteering, and to the technical assistance that is provided to strengthen these efforts. We must consciously identify and learn how to tap the almost limitless pool of talent in this nation . . . in religious communities, neighborhood organizations, and minority groups. . . . But an all-out recruitment effort will have no long-range effect without the creation of specific jobs that the new volunteer force will fund challenging, humane, and necessary to achieving society's social goals. . . .

Scheier: Principally by "recognition recruiting." This is based on the proposition that everyone has something to give; our job is to give them a chance to help. Rather than asking people to come across the river and volunteer our way . . . we accept and respect their natural and preferred style of helping. . . .

Do coalitions of voluntary associations simply add to the bureaucratic structure that seems to pervade much of voluntarism today or are they necessary for the survival of the concept, particularly from a political standpoint?

Greene: While I would resist the creation of a single monolithic coalition purporting to represent *all* voluntary associations in the country, there is no question that coalitions of voluntary associations are becoming increasingly necessary to develop the political clout required to stay healthy, if not, in fact, to survive. We have traditionally done an abysmal job of providing a voice for voluntarism on Capitol Hill and the voluntary sector will have to play the

"special-interest game" in order to catch up. . . .

Scheier: In the 1978 fall issue of *Volunteer Administration*, I wrote an article entitled "On the Evolution of a Collaboration: One Case Study." The case study is of a collaboration between NCVA and NICOV . . . [where] a mainly positive experience of collaboration has led to a plan to merge. From this case study, I isolated nine principles that are frequently favorable to collaboration and coalition; that is, they help get the job done with a minimum of bureaucratic . . . drain. Some factors are: a relatively small, actively interacting set, with honestly presented awareness of one another's strengths and weaknesses, and common objectives that . . . they can accomplish far better together than solo.

How active are small company CEOs and large company middle management in the voluntary sector? Does anyone have a reliable breakdown of who is, in fact, working in the sector?

Greene: To answer the second question first, one of our problems is that we do not have a reliable breakdown of who is working in the voluntary sector. It is a priority need, and one that deserves the priority attention of foundations. From my direct knowledge of volunteering, I would say that CEOs and middle-management people are fairly active in volunteering, in supporting cultural causes, in serving on boards of directors, and even in providing needed technical assistance to not-for-profit organizations. My experience is also, however, that this kind of involve-

ment is expected of male employees; it is unusual to find female management-level employees with the same kind of expectations on the part of their superiors. It goes back to the old saw that men are involved in "community service," while women "only do volunteer work." Corporations need to examine their policies with respect to possible sexist leanings where corporate responsibility and community service are concerned among their employees.

Are voluntary agencies regearing to use minority people who undoubtedly bring a different set of cultural experiences and training into voluntary work?

Greene: I believe this question to be highly elitist. To my knowledge, the same kinds of differing backgrounds

Skillsbanks Offer Volunteer Groups a Big Dividend

One out of four Americans volunteers at least once a year. It's no wonder, then, that the volume of work channeled through volunteer agencies is awesome.

Volunteers and their talents can be efficiently registered and updated through an organizing system called the skillsbank. The concept of the skillsbank has actually been used for years, but broad new possibilities for its application are soon to be explored by the National Information Center in Boulder, Colorado. The project is supported by a \$91,770 grant from the Mott Foundation.

The program has been set up with test cases almost as if it were a scientific experiment. Program directors expect to pinpoint areas where skillsbanks can best meet the needs of community volunteer centers. Like skillsbanks, local volunteer bureaus have existed for years, but they now have a different name: voluntary action centers. New ways to make

efficient use of volunteer skills are increasingly vital to the volunteer centers, and the National Information Center plans a manual that can be used by bureaus throughout the country. The manual should be completed in 18 months.

From some 400 voluntary action centers in the United States, 10 will be selected for experimental application of skillsbank techniques. A theoretical skillsbank model, presently being worked out with Mott's support, should reveal the bank's range of operational applications.

Skillsbank categorizing systems involve a range of organizing methods, from hand-filing to computerization of volunteer talents. Within two years programers hope to know what systems are suited to different types of communities.

The National Information Center receives expert advice from the Volunteers in Technical Assistance in Maryland, the National Center for

Voluntary Action, and also from Patrick Saccomandi, an independent consultant. The Volunteers in Technical Assistance has over 40 years of experience in skillsbank operation, mostly in international and scientific areas. The National Center for Voluntary Action, in turn, has developed a computerized skillsbank of volunteer consultants and provides support services to more than 300 voluntary action centers.

There is new emphasis already noticeable among the action centers on professional development of volunteer leaders. The improved methodology and coordination of skillsbanks will improve the centers' efforts. Increasingly effective skillsbanks, for example, may provide a number of placement possibilities.

National Information Center members hope that the manual based on results from the 10 test-case centers will provide rural and metropolitan communities with better services.



Mrs. Carter greets schoolchildren during her visit to Springfield.

purpose and goals, that describe the job to be done accurately, that recognize the worth of the volunteer, that keep records on the volunteers for their later use, that provide opportunities for promotion, that believe in the growth of the volunteer and support that belief with training. These are the ones that are able to recruit and sustain a valuable volunteer-work force.

What can be done to promote recognition (and thus professional and psychic rewards) of the job experiences of volunteers?

Greene: A great deal of work has been done to promote the view of volunteering as a solid experimental learning and continuing education process. Academic credit for volunteer work, Continuing Education Units (CEUs), and development and use of regular personnel files for volunteers, all recognize the on-the-job experience of volunteers. The Federal Government recognizes volunteer work as equal to paid work in the description of a candidate's background. Private industry is beginning to do the same. Ultimately, employers from the public sector, business, and voluntarism could recognize the volunteer's contribution best by providing them with time off during the week in which to volunteer their services.

Scheier: For external recognition, I admire the work of Ruth March [a volunteer with the governor's office in California] to get volunteer experience accepted on paid employment applications (only that entry should *not* be segregated in a separate volunteer section); also the work of the Association of Junior Leagues and others to upgrade the presentation of volunteer experience in the writing of resumes.

But I still think we need to exploit more the inner rewards of the work itself, by better volunteer job design, recognition recruiting, and generally: "Make the minimum difference in

and skills training evident among white middle-class volunteers is equally apparent among all other volunteers. The only kind of "regearing" necessary in voluntary agencies is a new understanding of how volunteers wish to contribute, and what they want from their volunteer work. All want to be involved in meaningful work, not make-work, no matter what their backgrounds.

Scheier: Generally, I see no substantial across-the-board progress here. As noted throughout my previous responses, I see a more promising future in minority involvement, helping them do what they are already doing, respecting the natural styles and purposes in their helping and self-helping. . . .

Are youth programs that provide "stipends" for community-service work creating a problem for the future? Does this mean that young people, as they grow older, will be less likely to donate their services? Does it mean that even as young people, they will come to consider volunteering as a waste of time?

Scheier: No. No. And no. The more valid model, I think, is that when you

have a decent amount of money, you feel more secure in involving yourself in the nonpaid work of your choice, especially if and when the range of choice is wide.

Greene: I do not believe that youth programs that are stipended are posing a problem for the future, so long as the stipend only makes possible community service, and does not become the sole incentive for it. The type and quality of the job to be performed by the volunteer is far more important than any other single factor in determining whether or not that individual will be turned off to volunteering. If there is a good experience when one is young, whether one receives a stipend or not, I believe it is very likely that the individual will continue to give of himself or herself throughout a lifetime.

What is the best way to recruit volunteers?

Greene: The best way to recruit volunteers is to look at it from the inside out; that is to say, those organizations, institutions, and agencies that view the role of the volunteer as integral to the achievement of their

WHITE HOUSE PHOTOGRAPH

what people want to do and can do, which has the maximum positive impact on other people."

One estimate puts the size of the volunteer force in this country at around 43 million, with perhaps 26 million or more being women. Do we know if the women's movement has affected women's decisions to enter the voluntary labor force either positively or negatively in the last five years?

Scheier: Yes, and I think it's preponderantly positive, for the women's movement said many of the same things insiders in the volunteer movement were saying, particularly in opening up the range of volunteer choices for any woman, or man. Certainly, the changes in women's life styles associated with the women's movement have naturally altered their style of volunteering, for example, volunteering after hours when they are employed full time, a larger self-help component in much of their volunteering. . . .

Greene: We do not have any new

statistics on the size of the volunteer force in this country that would indicate any effect of the women's movement on the number of women in volunteering. My experience, however, is that the number of volunteers is up, but that the demography of the volunteer force is changing to include more young people, more old people, and more minorities. If that is an effect of the women's movement, it is a welcome one.

Has the women's movement had an effect on how women volunteers see the "worth" of what they do? For example, have issues such as the "dollar value" of a woman's time as a volunteer caused women's attitudes to change, say, their willingness to volunteer?

Greene: I believe the women's movement has had an effect on how women view the worth of what they do, not as much in terms of dollars, but more in terms of the roles and jobs that they are expected to fill as volunteers. Women are getting fustier, as they should — as all volun-

teers should. They will continue to be willing to volunteer so long as the job promotes self-growth as much as it fulfills a needed function.

Scheier: Women today — and men as well — have a wider range of choices in volunteering. . . . Probably, many women are not fully aware of the full range of emerging choices — volunteer leadership needs to do its job better here — and, therefore, more women may be unhappy with the traditional roles they feel stuck with.

With an increasing number of women going into the labor market, and given changing life-styles of families, is it possible to forecast the volunteer profile five to ten years from now? For example, will more working women mean fewer women volunteers? Will young people, unable to find jobs, end up in the volunteer labor pool? Will such practices as "flextime" in the for-profit sector have an impact on volunteerism?

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The following submitted questions to Greene and Scheier.

Obie Benz
Member of the Board
Council on Foundations
Vanguard Public Foundation
San Francisco, Calif.

Dennis J. Clark
Executive Director
Samuel S. Fels Fund
Philadelphia, Pa.

Lenny Conway
Executive Director
The Youth Project
Washington, D.C.

Pablo Eisenberg
President
Center for Community Change
Washington, D.C.

Henry Endress
Executive Director
Lutheran Resources Commission —
Washington
Washington, D.C.

Virginia F. Fleming
Member of the Board
Southern Education Foundation
Atlanta, Ga.

Milfred C. Fierce
Executive Director
Association of Black Foundation Executives
New York, N.Y.

John Hunting
Member of the Board
Council on Foundations
Dyer-Ives Foundation
Grand Rapids, Mich.

Leslie L. Luttgens
Chairman, Executive Committee
Council on Foundations
Member of the Board
Rosenberg Foundation
San Francisco, Calif.

Brian O'Connell, President
National Council
on Philanthropy and
Executive Director
Coalition National
Voluntary Organizations
Washington, D.C.

Helen O'Rourke
Vice President
Council of Better Business Bureaus
Washington, D.C.

Charles S. Rooks
Director of Member Services
Council on Foundations
Washington, D.C.

Rev. Fred Swearingen
Consultant
Paul and Mary Haas Foundation
Corpus Christi, Texas

W. Homer Turner
Institutional Consultant to Management
Stamford, Conn.

John D. Taylor
Executive Director
Northwest Area Foundation
St. Paul, Minn.

W.E. Thompson, President
R.E. Contee, Executive Director
Dayton Hudson Foundation
Dayton, Ohio

Gwill York
Consultant
Washington, D.C.

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Greene: Depending upon the outcome of national trends, which now show greater interest in returning to a sense of self-reliance within communities, I would project a much healthier, more diverse, more broadly based volunteer labor force in ten years. Assuming there are real opportunities for service for the young and for the elderly, I would hope that the volunteer force would look very much like the population of our nation in terms of the involvement of all sectors, income levels, educational backgrounds, and community origins. New employment practices such as flextime and job-sharing will have a beneficial effect upon the growth of the volunteer force so long as corpo-

rate social responsibility continues to grow and to promote involvement in this area.

Scheier: Insofar as we cultivate all volunteer space more effectively, all styles, situations, conditions, and help-intending purposes will be respected. I think this is happening today. If it is so, the profile of volunteers will approach the profile of all Americans.

On your last observation, I see the flow reversing here: volunteer work insights will be increasingly used to enrich paid work. "Flexitime" is in a broad sense an application of "volunteering" principles to paid work. . . . I therefore see personnel people becoming "learning clients" for what we know about motivating people without the use of money. . . .

What can volunteerism do to carve out a niche in the minds of the public? In the minds of policy makers?

Scheier: Be the public. Integrate more with resources of mainline institutions in our society. Help convince policy-makers; consider limited and mainly symbolic volunteer strikes.

Greene: A . . . commitment to voluntarism at the highest policy levels of government and business is essential to bringing recognition to the importance of the voluntary sector. What the voluntary sector can do to make this happen is . . . difficult to achieve: pull itself together sufficiently to become a powerful advocate for voluntarism at all levels, without losing sight of the pluralism that characterizes the sector. . . . **fm**

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Until this point nothing has been said about proposal writing, partly since this is an article about general foundation grantseeking practices and also because many requests reach this stage on the strength of a well-conceived letter or other descriptive material, rather than what is formally called a "proposal." In fact, probably no aspect of grantsmanship has received so much attention as proposal writing, possibly because there are so many formats. At the Burden Foundation we have funded projects as a result of a convincing three- or four-page description and have turned down weak and lengthy requests replete with photographs and appendices. Nevertheless, if you have not yet submitted a formal description of the program for which support is sought, and if your request is to receive serious consideration, you will be asked to do so now.

For this purpose, foundations usually require two kinds of materials: organizational information and information about the proposed project. The former may include recent financial statements, a list of the

board of directors and descriptions of existing programs. The latter covers such items as a profile of the project, expected results, plans for evaluation or for future funding and a timetable for implementation. Many foundations will provide a list of these materials for your convenience. You may also be asked to respond in writing to questions resulting from the initial meeting or to revise the budget to reflect subsequent modifications.

Some foundations also ask the prospective grantees to prepare a one-page summary of the project that is then shared directly with the board. Since this and your budget may constitute the only direct knowledge the foundation trustees will have of your organization, these materials should be carefully prepared and checked for clarity and accuracy. It is also a good idea to verify the exact timetable for submission, since failure to submit on time may mean that your request is held over or even turned down for lack of information.

You should use any meetings or discussions with foundation staff as an opportunity to ask questions about the review process itself. What por-

tion of proposals considered by the board are normally approved? How likely is it that you will receive the amount requested as opposed to a lesser grant? How and when will you be informed of the foundation's decision? Some boards of directors prefer to review a large number of promising requests before reaching a final decision; therefore perhaps only one-fourth to half of all the programs under consideration will ultimately receive support. At a few foundations, a positive recommendation by the executive director is tantamount to an assurance of funds, but in many cases foundation boards turn down positive staff recommendations. If staff recommendations are consistently overturned, however, the foundation may experience staff changes.

If your program is one of the 5 to 10 percent of all requests that ultimately result in support, it is important to review carefully the terms and conditions of the grant. This information will be conveyed either in a letter announcing the grant, or in a written agreement that spells out the

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