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REPORT ON THE USE OF VOLUNTEERS  
AND VOLUNTEER RESOURCES IN  
THIRTY-TWO PROJECT CENTERS: RECOMMENDATIONS  
FOR DEVELOPMENT

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## CONTENTS

- I. Volunteers: A Community Resource for  
Services - A Discussion, Who is a Volunteer?
  - II. Volunteers in Project Centers, Philadelphia  
Corporation for Aging
  - III. Method for Gathering Data
  - IV. Findings: Where We are
  - V. Interpretations and Recommendations
  - VI. A Summary
- Appendix I.

There are more than 40,000 different kinds of occupations in the United States according to the Dictionary of Occupational Titles. A "Directory of Volunteer Occupations", would certainly show a comparable diversity of the kinds of work engaged in and available to volunteers. Volunteers are not limited in the kinds of services they give. However, their work is secondary to their usual employment, and often limited in time. In addition, although they may receive reimbursement for the expenses they incur, enabling funds or meals, they usually do not receive monetary remuneration.

Volunteers are in a position to make many unique contributions and also to receive unique benefits. Although trained volunteers can be "professional" in their approach to their work, they do not replace employed personnel. Working cooperatively with employed personnel, they often extend personnel services. The coordination and supervision of volunteers then becomes the responsibility of paid staff. In this way, paid staff can increase productivity in addition to and as part of their staff positions.

#### VOLUNTEER CONTRIBUTIONS

Volunteers can be a community resource for additional workers when funds are limited. Although it is possible for volunteers to participate in all aspects of employment, a volunteer program developed within an organization or an agency is usually a budgeted activity. Therefore, it is basic in planning a volunteer program to realize that it must be funded.

I. VOLUNTEERS: A COMMUNITY RESOURCE FOR SERVICES - A DISCUSSION,  
WHO IS A VOLUNTEER?

Volunteers have been identified by various names: the citizen participant, informal resources of service, community helpers, free labor, helping-hands, good neighbors, and many more. Essentially, volunteers are people who give their services of their own free will, believing they are rendering some good to an activity which they value. Although there are many "volunteers" who give help in diverse ways as a "way of life", a vast number of people volunteer their services through agencies with organized programs for Volunteers. Volunteer Programs thus are agency related and function as placement centers for volunteers in their agency, giving support services with their activities, and providing volunteer-job opportunities.

Volunteers have been called "America's Secret Weapon for Success." It is certainly true that the American Way of Life is characterized by the work of volunteers in its movements or drives, since its beginning. Many major organized social services and social agencies were started by groups of concerned people or "volunteers". At the present time of increased governmental involvement in delivering human services, the volunteer continues to be involved and to be recognized as a vital national resource in extending these services. The National Center for Voluntary Action, an independent non-profit agency working out of Washington, D.C., through local Voluntary Action Centers is a national recognition of the importance of volunteers today.

In considering plans to develop this resource, it was necessary to gain information from each Center:

- (1) to assess the number of volunteers presently involved in giving services;
- (2) to identify the kinds of volunteer services given in each center;
- (3) to identify areas of needs for volunteer services;
- (4) to assess the level of development of Volunteer Programs;
- (5) to gain information about support services for volunteers;
- (6) to identify what kinds of services Centers need to extend the involvement of volunteers.

The "Spirit" of the volunteer is part of the volunteer's unique contribution: each person is giving a part of themselves (time and effort) because they "wish" to do so. Their work is not a requirement except as they wish to commit themselves. They bring with them a certain "joy" in doing a task, and an expectation of satisfaction or pleasure in doing the task. Perhaps this is a quality of volunteer work which cannot be paid for, or bought with money. The "freedom" and enjoyment which they bring to the work is another dimension of the service they give.

The volunteer is also a recipient of benefits. Volunteer work gives people opportunities to become involved in activities and also opportunities for recognition as a result of their contributions. Recognition and demonstrated worth are integral parts of a person's identity. This enhancement which a person gains through volunteer work is a large part of the compensation connected with their service. Thus volunteer activities can serve dual purposes of providing extra services, and also providing opportunities for the participant to experience his worth as a person.

## II. VOLUNTEERS IN PROJECT CENTERS, PHILADELPHIA CORPORATION FOR AGING

A development within the past few years has been the establishment of agencies or centers to give service to the Older Adult. At the present time the Philadelphia Corporation for Aging is assessing additional resources within the community to expand the services now given in 32 Project Centers. A major resource which has not been extensively developed is the volunteer.

### III. METHOD FOR GATHERING DATA

A survey questionnaire was developed to gather data to assess the present involvement of volunteers in each center and the level of organization of a Volunteer Program. (See Appendix I). It was necessary to establish "Where We Are" as a first step before considering "Where We Want to Go", and "What Can Be Done To Implement These Plans". The questionnaire was designed to gather data which would be available in a fully organized Volunteer Program. These areas are:

- A. General Information
  - 1. Staff Assignment
  - 2. Activities of Volunteers
  - 3. Need for Volunteers
  - 4. Records
- B. Recruitment
  - 1. Resources
  - 2. Priorities
- C. Publicity
- D. Training
- E. Job Descriptions and Placement
- F. Recognition
- G. Evaluation
- H. Retention
- I. Support Services
- J. Participants as Community Volunteers
- K. Questions for Staff

Not all the questions were applicable to the various centers as the levels of volunteer involvement and organization were not uniform.

Information was gained through interviews with project directors and staff who had volunteers as part of their job assignment. The Survey Questionnaire was used as the basis for interview questions and information was recorded from each center. Each interview was conducted at the center site where there was also an opportunity for a brief observation of the facilities and activities. In addition the questionnaire solicited suggestions from the center staff on future plans for their center and how volunteers could be involved.

It should be noted that some of the data does indicate numbers and examples of volunteer involvement (quantity) but does not reflect the "quality" of the involvement.

The survey was not designed as a tool for evaluation, nor a tool for comparison but primarily to give information which was basic to further steps or plans in the development of volunteer services.

#### IV. FINDINGS: WHERE WE ARE

##### A. General Information:

There was a great amount of diversity found throughout the Project Centers and uniqueness according to the community they served and their participants. There were instances where the sponsoring agency also had influence and impact on the use of volunteers in parts of their activities.

##### 1. Staff Assignments:

One center employed a staff person who has as her primary assignment the coordination of a volunteer program to serve three (3) centers.

Three other centers assigned this responsibility to a staff person in addition to other responsibilities. The degree of emphasis varied with the three agencies but generally the assignment was



given a limited amount of time and emphasis. In all other agencies, the involvement of volunteers was a shared responsibility of all staff including the director. In one agency volunteers in the "home bound program" was a specific staff assignment with adequate time allotted for the activity.

## 2. Activities of volunteers

Twenty-five centers indicated they had many volunteers on a daily basis. Eight centers said they involved a few on a regular basis. Fourteen centers in addition to their daily volunteers, involved volunteers with special skills on an occasional basis.

Every center involved volunteers in their nutrition service. In numbers, this was the core for volunteer involvement in all centers. Volunteer involvement ranged from "helping-hands" or "when ever they were needed" to organized teams and specific assigned tasks. In one agency the coordination and assignment of nutrition volunteers was the responsibility of a volunteer. In addition to this, she kept records of volunteers and hours.

Although every center has an advisory board or council, they were often not identified as administrative volunteers. Three agencies in addition to their advisory group, had an "Elders Council" composed of representatives from each program activity. The function of both groups was advisory, meeting on a regular basis. In a few centers these groups conducted fund raising activities.

Volunteers with special skills were used in most of the centers. This usually meant that if a participant had some skill or interest, he or she became something of a group leader in that program area. However, in at least eighteen centers, a unique service was given by specific volunteers who were often recruited from the wider

community. Examples include a barber, legal assistance, student nurses, musicians, movie projector operators, tax assistants, and fix-it repairmen.

Twenty-eight centers involved volunteers in recreation and social activities. Usually this included participants who became group leaders or headed up the activity such as a caller for bingo, or a leader during an exercise period. Four centers involved more skilled volunteers in these areas, either recruited from the community or from the participants with greater expertise.

Few centers brought in speakers from the community or had speakers from their participants trained to speak in the community.

Eight centers had educational programs conducted by volunteers. These were generally Bible Study Groups lead by a church member or minister. A few centers had Current Event Groups led by volunteers.

In seventeen (17) centers, volunteers helped with clerical tasks, libraries, records, or answering telephones. The numbers of volunteers involved in these activities were limited often to one or two in a center, but the kinds of tasks were diverse.

In the homebound programs, friendly visitors, or tele-communication the numbers of volunteers were limited. Eighteen centers had volunteers in these services but in all the involvement usually was limited either to one or two persons or to communication between participants on an informal level. One center encouraged the telephone activity by reserving a telephone for that purpose during specific hours. In one center the friendly visitors program was organized to a much greater degree and assigned to a specific staff person.

It was difficult to count the number of volunteers involved on a daily basis. Several centers indicated that participants were asked to "help" wherever they were needed in all the ongoing activities. This type of activity often seemed to be more the activities of a "family" or club or in-group operating for mutual benefit. It is important to understand, however, in interpreting volunteer involvement in centers, that this was frequently the level of operation. Also the size of the centers varied in relation to the number of participants and the types of programs. In addition, some volunteers participated on a weekly or monthly basis. At the present time, even a record of hours of volunteer service would not give a useful nor an accurate measure of volunteer involvement. A very general estimate of the number of volunteers involved daily in 31 centers is 535. Eight centers indicated they had 20 volunteers daily, three centers had 15 volunteers; four centers involved 30; eleven centers involved 10; four centers involved 25; and one center was unable to estimate.

### 3. Need for Volunteers

Two centers, both involving volunteers in many areas, expressed the feeling that they did not need additional volunteers, although the directors saw the value of extending services through volunteer assistance, and could identify areas where services were in need of being expanded. Both directors felt that additional staff time was not available for volunteer recruitment, training and special publicity or development of community resources. Both agreed they could involve volunteers in more areas if they had assistance available for them through a central director of volunteer resources.

It was found from the survey, that Project Centers had unique requests for additional volunteer services according to their population and service priorities: they needed bi-lingual interpre-

ters, shopping helpers, leaders for short-term programs, creator of arts and craft kits for homebound, activity leaders for men, program units, interior decorating, etc.

Most of the Centers needed more volunteers to work in recreation and social activities, with special skills, telephone communication, friendly visitors, clerical and program areas.

Few centers indicated their need for volunteers in planning and policy services, interviewing, counseling, follow-up, case work assistants, or other staff related services.

#### 4. Volunteer Records

The records kept on volunteer activity in the nutrition services are a part of regular reports from the project centers. In all other areas of voluntary activity, the records were limited. Most centers felt that they had some information about their volunteers which was in their membership file, but did not have much additional data. A few centers had forms which they used, but because the major number of volunteers are participants, or occasional helpers, it did not seem necessary to have special records. Four agencies had volunteers keep records of the nutrition-volunteer. One project had a volunteer keep records and be responsible for the assignments and substitutions.

Eight projects had a Resource File on volunteers: usually names of persons within the community for special services. Two projects were aware of the Volunteer Action Center (a volunteer bureau) funded as a community agency by United Way of Philadelphia.

#### B. Recruitment-

##### 1. Resources

Eight centers recruited volunteers from their sponsoring agency. All centers recruited volunteers from their participants.

Two directors stated that volunteers were limited specifically to the participants. Ten Centers had coordinating activities with R.S.V.P. Fourteen centers recruited volunteers from churches or synagogues. Fifteen centers said other community agencies were used occasionally for recruiting volunteers. Some special resources used for recruitment by single centers were students from colleges, hospital personnel, special interest community group, retired professional organizations and mental health centers.

Churches, synagogues, and community agencies were designated as the major source of volunteers within the community. Twelve centers indicated they would use community clubs for recruitment of volunteers. Two agencies felt colleges would be a major resource for recruitment. All but five project centers felt there was a need for a center city office for recruitment and referral of volunteers, the five centers who did not feel there was a need, either had all the volunteers they wanted, felt to a limited extent a central office would be helpful, or they recruited their volunteers exclusively from the participants.

## 2. Recruitment Priorities

The priority for recruitment most frequently given was for volunteers in recreation and social activities. The next priority was for volunteers who could give special services or skills that were identified by each project. The third area given was for volunteers in homebound services. Seven projects indicated they had no priorities and would prefer to recruit for all types of services which they thought were needed.

## C. Publicity

Five projects have for their use printed publicity for recruitment of volunteers. One center has developed a slide-show showing

their volunteers in action and the need for more volunteers. Two other centers have limited examples. With one exception, the material is not distributed generally nor used to recruit community volunteers.

The publicity resource named most frequently was the neighborhood newspaper. Many centers used this resource to recognize volunteers, or give news about the center's activities. Few looked upon this as a means of recruiting volunteers, but rather as a public relations function. Most centers had newsletters with general news about volunteers, volunteer literary contributions, or volunteer newsletter staff. The circulation of the newsletter was usually limited to participants, and its contents were targeted to their needs and interests. One center had used a trade journal for publicity, four had used TV-Radio, and two had speakers from the center who met with community groups (this was usually done by staff and not volunteers).

#### D. Training

Because the major group of volunteers are involved with nutrition services, the most frequent type of volunteer training mentioned was "on-the-job training". The second was through staff conference and supervision. A formal training program for Friendly Visitors had been provided in the past by the Philadelphia Corporation for Aging. This was mentioned frequently as a valued volunteer training experience. In seventeen centers training was given through the initial interview with staff before beginning volunteer work. One center had a regular monthly luncheon meeting of all volunteers which served the dual purpose of recognition and limited training.

#### E. Job Descriptions and Placement

Eight agencies indicated they had identified specific jobs where volunteers were needed and had written descriptions of what the work entailed. They also indicated that the extent of this practice was limited and volunteers were not usually recruited with any job description in mind.

Almost every center placed volunteers where help was needed regardless of skills or experience. In many areas where volunteers are involved at present, no special skills are necessary. Seventeen centers had volunteers with special skills and usually through a conference with staff, their skills were identified and they were placed on a job using their skills.

#### F. Recognition

Recognition of volunteer workers was primarily verbal recognition from the staff. Twenty agencies used some form of written recognition from the staff. The sponsoring agency for centers gave some form of recognition. Fifteen centers held a regular annual event where volunteers received recognition, often accompanied with a letter or certificate. In seven agencies the formal recognition event was sponsored by R.S.V.P., and the event was used to include all the center volunteers. In several centers, the luncheon period is used periodically to recognize the volunteer. Five centers have a special trip as a recognition of their volunteers and in a few centers volunteers are given a gift (such as a Bible or a small token). In several centers, the volunteer receives special recognition by wearing a badge, or coat-jacket. This is limited mostly to the nutrition services.

The newsletter was used regularly to give recognition for volunteer workers, either generally or for specific individuals.

Many centers indicated they would like to do more in this area or have a more organized process available to them. Almost every center agreed that this was a specific service a central office could offer.

#### G. Evaluation

One center reported staff members met with volunteers at a special luncheon, where they evaluated volunteer work and made suggestions for improvement. Another project director said she thought this might be a very useful thing to do as there was considerable squabbling among the kitchen volunteers. Her suggestion was that a special training session for these volunteers would upgrade their services and possibly give them increased status and recognition.

Although there were indications from several directors that evaluation of volunteers was conducted on an informal basis, generally it was non-existent.

#### H. Retention

Many kinds of activities were identified which aid in the retention of volunteers. Because project centers have operated over a limited period of time, and the involvement of volunteers has been primarily with the nutrition program, little emphasis has been placed on retention. However, in almost every center there are practices which exist to encourage volunteers in their services. All projects provided for frequent contacts with staff; seventeen had especially planned recognition of continued services; most of the centers recognized the length of service of volunteers through the newsletter; only seven used telephone contacts to encourage continued activity, none of the centers had considered "volunteer promotions"; and only three gave their volunteer new assignments



after extended periods of service as a form of promotion.

### I. Support Systems

Like any program of support for employees, there are many planned activities which are desirable in a volunteer program. The variety of possible support services with volunteers are listed in the survey. (See Appendix I: "IX, 26 & 27")

The basic forms of support mentioned most frequently by all the projects are general staff involvement with volunteers, friendly relations with volunteers and staff, and attention given to volunteers by staff. Much of this support is on an informal basis. Most projects, because of the level of volunteer involvement give limited attention to, or recognition of, the activities which would strengthen their volunteer program. In projects where volunteers are involved in a variety of services, or their staff has been assigned to work with volunteers, many more support services were given. This was evident in four projects.

In ten agencies, volunteers received meals. However, because most volunteers were involved in the nutrition program, meals were not specifically associated with support services by many centers.

### J. Participants as Community Volunteers

Although the major portion of the survey was directed toward obtaining data on the involvement of volunteers in the project centers, another aspect of voluntarism, seemed important. This was to what extent did project centers give support to developing volunteer opportunities outside the project for their participants. Most of the volunteers in the projects are actually participants (or clients) working in the center. Developing and using volunteer opportunities within the community may be viewed as another service which centers can offer their participants. Enough centers were

active in this area so that it may be regarded as a part of the total volunteer picture.

Four centers reported that their members provided recreation or craft programs for other centers. (Examples: Jug band, dancing instructor, macrame teacher, etc.) Two other agencies expressed a strong interest in this kind of activity. Several were interested in giving volunteer services to nursing homes.

Nine centers had volunteer projects which are held at the centers for agencies from the community. (Examples: Red Cross bandages, day care aides, braille, parties for guests from nursing homes, etc.)

Seven centers had made contact with other community agencies and recruited center volunteers to work in the agencies. (Examples: hospital volunteers, nursing home callers or visitors, day care center).

Four centers were knowledgeable about volunteer opportunities for the older citizen within the community but to a limited extent. Several directors expressed a desire for more information about volunteer opportunities but felt they were limited in obtaining this on a wider basis.

#### K. Questions for Staff

Staff were asked what organizational structure would be most helpful in expanding the involvement of volunteers in their project center. Nine felt there should be a member on the PCA Board who could interpret the role and impact of volunteers in the corporation and project activities. Twenty-three centers felt a committee on volunteers at the city-wide level with a director of volunteers would be most beneficial.

How can a central director of volunteers meet the needs of the project centers for increased use of volunteers? Responses to this were varied and voluminous and in a sense the culmination of the survey with its emphasis on volunteers and the potential of volunteers for each center. The major thrusts of these suggestions will be presented later in the Interpretation and Recommendations from the Survey Findings. The needs of the project centers and their suggestions fall in the following areas:

1. Program Needs

Volunteers to give short duration classes

Dance instructors

Arts and crafts instructors

Exercise instructors and leaders

Drama specialist

Class instructors for diet and nutrition

Instructors for grooming, cosmetics, wig care

Lip reading classes - special training

Specialists in plant horticulture and flower arrangements

Arts and crafts projects for participants to take home

Arts and crafts kits for home-bound

Game kits for home-bound

Program activities for men

Inter-generational programs

## 2. Training Needs

Nutrition Workers: cooperative relationships -  
getting along with each other

Staff training - for working with volunteers

Advisory Council training

Staff training on the recruitment of volunteers  
and voluntary resources

Visitors program and telephone assurance volunteers

Library skills training

Special training for volunteers working with seniors

Volunteer media specialist: operators for movie  
and slide projectors, tape recorders and film strips

New projects in arts and crafts - upgrading skills

Drama skills - instructors

## 3. Needed Services for Centers

Volunteers for making surveys and research

Help with making drapes, decorations, repairs

Activities to involve more participants

Assistance for recruitment of volunteers

Develop volunteer recruitment literature for  
distribution

Directory of city resources for project center  
programs (where and whom to contact)

Meetings of staff to discuss how they have solved  
problems and also share ideas

A publication which can give volunteer resources,  
exchange of information from projects and reports  
of program activities.

Corp of volunteers on call for weekends

Volunteers for personal services

Screening and referral of volunteers

City-wide publicity: News, TV, Radio, Trade Journals

3. Needed Services for Centers (continued)

Development of special volunteers, leaders, speakers, supervisor of other volunteers, etc.

Uniform, city-wide recognition and awards

Counseling - trained volunteer counselors

Speakers on topics: social security, Medicare, food stamps, etc.

Escort services - shopping, banking, etc.

Directory of "One-Time" volunteers - on call to do one task

4. Suggested Volunteer Activities to be Developed

Volunteers in area schools: visiting "grandparents"

Production of slide show of what participants do - "A Look At Ourselves"

City-wide volunteer pool

Development of retired professional groups who use centers rarely but are available for volunteer services

Volunteer work opportunities with community agencies: hospitals, Red Cross, nursery schools, RSVP, etc.

Corps of bi-lingual interpreters (Spanish - Ukranian)

Cooperative work with schools and colleges to develop volunteers through field experiences, internships, class projects

"A Fixit Club" - minor repairs done by volunteers (plumbing, sewing, household repairs, etc.)

Grandparents for a Day - cooperation with nursery schools, day care centers

Nutrition workers - hostesses - as trained observers on discussion leaders

Newsletters for shut-ins, by shut-ins

Slide shows - travelogues

Volunteer activities for shut-ins (example: woman in-home telephone companion)

5. Volunteer Activities: Exchange Ideas

Recognition luncheon where volunteers may bring family members as guests

Diverse local recognition programs

Political action groups

Recording of "Oral History" - review customs

Exchange programs with other centers - host to center's participants

Fund raising for local projects

Teenage individuals and organizations contribute services

V. INTERPRETATIONS AND RECOMMENDATIONS

A. Each Project Center has unique qualities and diversity which must be recognized. The survey recommendations should not be interpreted as an attempt to establish uniformity, but rather to enhance the strength of their involvement with volunteers. Although some centers are limited, there are enough examples of greater involvement of volunteers to give support for the value of increasing the role of volunteers in centers.

Recommendation 1. A general recommendation can thus be made: Each center should assess their level of volunteer participation, begin where they are, and identify steps they wish to take within a time frame.

B. There was enough evidence from the survey to show that where the development of volunteer resources was a staff assignment, given priority, the involvement of volunteers was more extensive and a program to support them was in operation. Where the assignment

the quality of volunteering needs to be improved or enhanced for the benefit of the volunteer as well as for better services.

D. When all the project centers are viewed collectively, there is a variety of volunteer activity. Many individual centers involve volunteers in unique ways, either because an individual has volunteered special services, or because the project has identified specific needs, or been creative in the use of volunteers. Although the number of these volunteers is limited, the enrichment which they give to the centers is strong support for greater involvement of volunteers. In addition, if each center could exchange their experiences, centers may be encouraged to expand the variety of volunteer activities.

Recommendation 1. Project staff working with volunteers need regular planned opportunities for exchange of ideas and sharing of information in the development and use of volunteer resources. This should be implemented by the central office of voluntary resources.

E. The needs of each center and recruitment priorities, generally were in agreement. Volunteers in recreation and social activities; special services or skills needed in individual centers; and home bound or tele-communication services. The major resource for recruitment was the involvement of center participants. Although centers identified other resources, few made use of them. However, they expressed the need for assistance in recruiting on a city wide basis, through a central office to avoid duplication of effort and to reach resources unavailable to them as local centers.

Recommendation 1. The central coordinating office be assigned the responsibility of developing city-wide plans for recruitment of volunteers to meet the identified needs of the projects throughout the city. The office should expand recruitment resources to include individual volunteers from the community, churches and church groups, service and social clubs, business and corporations, and colleges and Universities with programs in Field Experience, internships, practicum, or experiential education.

F. Closely allied to the recruitment of volunteers is the supportive services of publicity and public relations. Few projects have developed publicity for the recruitment of volunteers. Public relations resources such as trade journals, news papers, T.V., radio, or speakers bureau, were used rarely on a limited basis. The greater community thus is not the recipient of information about project activities, services or needs. Before an effective recruitment program can be initiated, the public must be more aware of the existence of Project Centers, their participants and services.

Recommendation: Assign to the Central Coordinating Office (1) the responsibility of developing public relations and publicity through city wide media and (2) give assistance to project centers to develop local resources which can support an on-going recruitment of volunteers or voluntary assistance from groups.

#### G. Training

Although the staff from the projects are active to a greater or lesser degree in working with their present volunteers, they will need additional skills to develop a more comprehensive volunteer program to include all of the aspects covered in this survey. The skill which staff have in working with volunteers, and the extent to which they can actually provide for supportive services through a Volunteer Program is pivotal to the successful involvement of volunteers. Provisions should be made to meet the needs of staff through training experiences to up-grade general or specific skills.

The involvement of volunteers in greater numbers and in a wider variety of services makes volunteer training mandatory. There are many possible approaches. The following suggestions are only a few examples of educational activities for volunteers, but they will serve as illustrations.

Throughout all the Projects there are types of volunteer service which they share in common (i.e. recreation, friendly visitors, telecommunication, crafts, etc.) Training for the improvement of



these skills could be given at one central spot periodically to up-grade the work of center volunteers. At present most of the crafts programs are lead by participants who are willing to share their skills. If these volunteers could be given special craft training, in turn they could offer additional quality and variety at their project.

Special training courses might also be organized to be given at project centers according to their needs. This training can be planned not only to improve volunteer services but to enrich the volunteer experience by providing opportunities for personal growth. (Example: nutrition workers receive training to up grade communication and observational skills.)

Different types of training could be organized to meet a variety of needs: workshops, formal courses, volunteer conferences, a craft's day, physical fitness conference, advisory committee training; speakers bureaus, etc.

In the development of training experiences, volunteers themselves can serve as trainers along with staff as well as planning courses. Community agencies can also be training resources. At present the Volunteer Action Council, United Way, gives leadership training and board members' training on a city-wide basis.

Although many of these training experiences can be developed locally and shared with other projects, served project directors felt this was a need which could be met best through a central office.

Recommendation: A central coordinating office have the responsibility to organize and provide training experiences for staff and volunteers through utilization of community resources or through the development of training units available to projects upon request.

H. Where other aspects of a Volunteer Program are designed to stimulate growth, the following are to maintain what growth has taken place.

## 1. Recognition

Recognition of volunteers can be achieved in many different forms of activity. This was demonstrated through the various means of recognition which all the centers employed. Some form of recognition is an essential part of a Program for Volunteers. Although volunteers do not expect to receive remuneration for their services, it is very important to be aware of other types of "reward" the volunteer may anticipate. Because the motivations of people vary to such a great degree, a formal plan for recognition is often looked upon as unimportant. However, a formal plan serves several purposes: (1) It establishes a definite procedure and practice for recognition (2) It gives increased status to volunteer activities (3) it enhances the identity of the volunteer and (4) it is a public relations means of receiving attention from the wider community.

Recommendation: A city-wide program for recognition of volunteer work should be established as a first step in developing increased volunteer activity in all the centers. Although the program would by no means replace many of the activities now conducted at the various centers, it would ensure that "recognition" would have a definite place in each center's developing Volunteer Program. It would definitely assist each center by having uniform materials for recognition available. (i.e. pins, certificates, programs, tokens, etc.) It would also have significance to the wider community through identifiable standardized tokens.

## 2. Evaluation, Retention, and Support Systems

Each aspect is related in that they contribute to the continuing performance and assistance from volunteers. Evaluation of volunteer work often provides an opportunity for communication between staff and volunteer.

On doing this the volunteer as well as staff gain information on how to make the work more meaningful, or to show mutual appreciation.

Through evaluation conferences, insight can be gained about the needs of the volunteer to encourage him or her for continued services. Because volunteers do not receive remuneration for their work, other incentives must be identified and built into any Volunteer Program and provisions made for continued support.

Recommendation: Staff from Project Centers should receive training in personnel skills to implement evaluation conferences, to plan activities which increase retention and decrease volunteer employee turnover, and to identify and use techniques and resources available to give support in the employment of volunteer.

#### I. Participants as Community Volunteers

When people can offer assistance to others or feel they have are valued for that contribution, they can regard themselves as competent individuals. This is an important experience for people of all ages, but especially important to an older person who must retain his or her integrity in an environment which limits opportunity for personal contributions. Therefore opportunities to volunteer in the center are very important. Much of this report has been directed towards the enhancement of these opportunities, for center participants as well as community volunteers. In addition, volunteer contributions need not be limited to the Centers, but can be extended to the community; or community volunteer opportunities can be brought to the centers. This service can offer many benefits for older person to continue to be an integral and active part of his community.

Recommendation: A central office should serve as a resource to center to develop and identify are as in the community where the older citizen is able to volunteer. The central office should be more able to have a comprehensive knowledge of community volunteer opportunities than individual project centers, and share this information with project centers wishing to use this service.

## J. Questions for Staff

A central office for Volunteer Development and a director of volunteers were given repeated support by the project centers. Where centers had well developed programs for volunteers, the staff placed value on the increased services they might realize in expanding their program. Where project centers had limited volunteer opportunities, the staff were highly interested and specific about ways a central office could support and help them develop a volunteer program.

Recommendation: All previously stated recommendations in this report are directed toward the employment of a centrally based Director of Volunteers and Voluntary Resources who could organize the activities of a Central Coordinating Office to provide services for volunteer involvement and to meet the needs of project centers in developing volunteer programs.

These recommendations identify the duties and responsibilities this position should encompass. A person employed for this position should have competencies to implement the recommendations.

Recommendation: It is important to build into the organizational structure support for this office. Although there may be modification to this recommendation with the establishment and development of the scope of this office, there should be a city-wide Committee on Volunteers with representation on the governing Board of Directors. This can be initially achieved through a Task Force for development of Volunteer resources appointed by the Board. The Task Force in its charge can determine the constituency of the Volunteer Committee, and its relationship to the Board.

### A SUMMARY

A survey questionnaire was developed to obtain complete information from each Senior Center on the involvement of volunteers in the total aging-support-system.

1. It was found that every Center involved volunteers, but only a few had developed organized volunteer programs to implement the extensive use of volunteers.
2. Few Centers had identified areas where volunteers could contribute their services. The greatest number of volunteers in Centers are participants helping in the nutrition program and giving limited assistance in program areas. As a result, many program offerings were seriously limited from lack of leadership.
3. In Centers where the staff understood the possibilities of volunteer service, the services were more extensive especially in social and recreation programs. In Centers where a staff person was given the specific assignment of working with volunteers, the variety of service and the numbers of volunteers were significantly increased. In addition to this greater volunteer development and use, attention was also given to developing volunteer opportunities for the participants where they could become citizen participants within the community (in addition to their identification with their Centers).
4. Volunteer involvement ranged from "everybody-pitching-in" or "helping-when-they-were-asked" to two Centers where a volunteer program included volunteer job descriptions for recruitment, records of volunteer contributions, a limited resource file, specific recognition program, plans for supervision and evaluation, limited training for volunteer jobs, and involvement of community volunteers as well as in-house volunteers.

5. Although only a small number of volunteers are involved in homebound programs, this is the one area where city-wide training was given to volunteers. Throughout the Centers there was constant recognition that volunteer training was needed to improve and expand volunteer services.
6. Recognition and recruitment of volunteers at most Centers were done on a sporadic basis, a few Centers related their recognition programs with Community Volunteer Agencies. When this was done, the Centers were aware of the significance of this system of recognition and expressed a need for more uniform recognition throughout.
7. When the project directors and staff were asked what their needs were in developing increased volunteer services for their Centers and with the participants, they identified many needs which a centralized office and director of Volunteer Resources would be able to facilitate. The needs they expressed included:
  - a. Staff training in the involvement of volunteers.
  - b. An organized central program to implement and give leadership to organized programs at the project level.
  - c. Development of training for volunteer jobs.
  - d. Development of a communitywide skill bank of volunteer resources with individuals and corporate volunteers (business, church groups, clubs).
  - e. Development of publicity and literature for recruitment of volunteers.
  - f. Establishment of a uniform and identifiable recognition program for volunteers involved in the aging-support system of the community comparable to Red Cross, Scouting, hospital volunteers, etc.

- g. Establishment of a regional or central body for referral, inter-project-communication, public relations on a communitywide basis, and identification or creation of community resources.
- h. Development of a body (or committee) to become a vehicle which can be responsive to the needs of Senior Centers for influencing the development of volunteer activities for and with the older citizen.
- j. A Central office to coordinate the potential manpower resource for services through college-related field experiences, internships and experiential education.

In summary, the survey findings establish the need for a Volunteer Resource Director, if the involvement of volunteers is to be expanded. Project Centers at present benefit from the involvement of volunteers and recognize how curtailed the nutrition services would be without volunteer assistance. To a limited extent this is recognized in the social-recreation activities and in-home programs. It is likewise recognized by many project directors how these services can be extended substantially through trained or skilled volunteers. The potential at present is great for developing a "Volunteers in Aging Services" movement. The needs for development are evident, and data show that steps are necessary for employment of professional personnel with skills to meet these needs.

Appendix I  
VOLUNTEER SURVEY

Dr. Ethel M. Adams

I. General Information

1. Do you have volunteers working in your center? Yes \_\_\_ No \_\_\_
2. Do you have a staff person who has time assigned for working with volunteers? Yes \_\_\_ No \_\_\_.

Name: \_\_\_\_\_ Approximate Time

Other Assignments \_\_\_\_\_

3. At the center, we have
  - a. Many volunteers on a day-to-day basis \_\_\_\_\_
  - b. Have a few regular ones \_\_\_\_\_
  - c. Use volunteers rarely \_\_\_\_\_
  - d. Use only an occasional person with special skills \_\_\_\_\_
  - e. Have no way to use volunteers \_\_\_\_\_
4. What kinds of activities have volunteers been involved in -
  - a. Service activities Number \_\_\_ Yes \_\_\_ No \_\_\_

Examples:

- b. Administrative Activities: Number \_\_\_ Yes \_\_\_ No \_\_\_

Examples:

- c. Special skills Number \_\_\_ Yes \_\_\_ No \_\_\_

Examples:

- d. Recreational-Social Number \_\_\_ Yes \_\_\_ No \_\_\_

Examples:



e. As speakers to community

groups

Number \_\_\_\_ Yes \_\_\_\_ No \_\_\_\_

Examples:

f. Educational

Number \_\_\_\_ Yes \_\_\_\_ No \_\_\_\_

Examples:

g. Supplement to Staff

Number \_\_\_\_ Yes \_\_\_\_ No \_\_\_\_

Examples:

h. Outreach

Number \_\_\_\_ Yes \_\_\_\_ No \_\_\_\_

Examples:

5. Approximately how many volunteers do you involve throughout the day? Number \_\_\_\_ Yes \_\_\_\_ No \_\_\_\_

6. Do you feel you need more volunteers in your program?

a. Already have enough

\_\_\_\_\_

b. Could use more for food services

\_\_\_\_\_

c. For Recreation/Social activities

\_\_\_\_\_

d. On Planning-policy Committees

\_\_\_\_\_

e. For special skills

\_\_\_\_\_

Examples:

f. Assist with interviews

\_\_\_\_\_

g. Help with Counseling

\_\_\_\_\_

h. Clerical skills

\_\_\_\_\_

1. Telephone \_\_\_\_\_
  - j. Friendly visitors \_\_\_\_\_
  - k. Transportation \_\_\_\_\_
  - l. Other \_\_\_\_\_
7. What other services do you think you could offer if you had volunteers to help?
8. Records of volunteers and their work
- a. No records \_\_\_\_\_
  - b. Keep file of names and addresses \_\_\_\_\_
  - c. Each staff person has a file and keeps a list \_\_\_\_\_
  - d. Keep records of hours and work \_\_\_\_\_
  - e. Records for Student Internships, field experiences \_\_\_\_\_
  - f. Records for special projects \_\_\_\_\_
9. Do you have a resource file of volunteers? Yes \_\_\_\_ No \_\_\_\_
10. Have you used any of the services offered from the Volunteer Action Council, United Way? Yes \_\_\_\_ No \_\_\_\_

Example:

## II. Recruitment

1. Do you recruit volunteers from:
  - a. Sponsoring Agency Yes \_\_\_\_ No \_\_\_\_
  - b. Participants at Center Yes \_\_\_\_ No \_\_\_\_
  - c. RSVP Yes \_\_\_\_ No \_\_\_\_
  - d. Churches Yes \_\_\_\_ No \_\_\_\_
  - e. Community agencies Yes \_\_\_\_ No \_\_\_\_
  - f. Other Yes \_\_\_\_ No \_\_\_\_

2. In your city area, where do you think the major source of

volunteers are?	<u>Very good</u>	<u>Fairly good</u>	<u>Limited</u>
-----------------	------------------	--------------------	----------------

a. Churches	_____	_____	_____
-------------	-------	-------	-------

Remarks:

b. Clubs	<u>Very good</u>	<u>Fairly good</u>	<u>Limited</u>
----------	------------------	--------------------	----------------

_____	_____	_____
-------	-------	-------

c. Service clubs -

Kiwanis, Rotary, etc.	_____	_____	_____
-----------------------	-------	-------	-------

Remarks:

d. Industry	<u>Very good</u>	<u>Fairly good</u>	<u>Limited</u>
-------------	------------------	--------------------	----------------

_____	_____	_____
-------	-------	-------

Remarks:

e. Business	<u>Very good</u>	<u>Fairly good</u>	<u>Limited</u>
-------------	------------------	--------------------	----------------

_____	_____	_____
-------	-------	-------

Remarks:

f. Community Agencies	<u>Very good</u>	<u>Fairly good</u>	<u>Limited</u>
-----------------------	------------------	--------------------	----------------

_____	_____	_____
-------	-------	-------

Remarks:

g. Others:	<u>Very good</u>	<u>Fairly good</u>	<u>Limited</u>
------------	------------------	--------------------	----------------

Name: _____	_____	_____	_____
-------------	-------	-------	-------

_____	_____	_____	_____
-------	-------	-------	-------

3. Do you think a Central Referral Center for volunteers would be useful for recruitment and placement of volunteers?

- |                                                                                   | Sometimes | Yes   | No    |
|-----------------------------------------------------------------------------------|-----------|-------|-------|
| a. Already do this at local center                                                | _____     | _____ | _____ |
| b. Done by sponsoring body                                                        | _____     | _____ | _____ |
| c. Center City Office would be best and central reference<br>Would be most useful | _____     | _____ | _____ |
| d. No value at present                                                            | _____     | _____ | _____ |

4. In recruiting volunteers, do you think priorities should be set for: (Check your top priorities)

- |                                                     |       |
|-----------------------------------------------------|-------|
| a. Service volunteers                               | _____ |
| b. Administrative volunteers                        | _____ |
| c. Recreation/socialization aides                   | _____ |
| d. Instructional and educational aides              | _____ |
| e. Volunteers for special services                  | _____ |
| Give example:                                       |       |
| f. All categories                                   | _____ |
| g. No priorities; receive what people are available | _____ |
| h. Services for homebound                           | _____ |
| i. Other                                            | _____ |

### III. Publicity

- Do you have printed publicity for recruitment of volunteers? Yes \_\_\_\_\_ No \_\_\_\_\_
- How and where is this material distributed?

III. Publicity (Cont'd)

3. Do you think more publicity would help you recruit more volunteers from outside the Center? Yes \_\_\_\_\_ No \_\_\_\_\_
4. The publicity should come from
- |                                     | <u>Good</u> | <u>Limited</u> |
|-------------------------------------|-------------|----------------|
| a. PCA central office               | _____       | _____          |
| b. Neighborhood newspapers          | _____       | _____          |
| c. Sponsoring agency publicity      | _____       | _____          |
| d. Speakers from the project        | _____       | _____          |
| e. Project newsletter               | _____       | _____          |
| f. Citywide newsletter              | _____       | _____          |
| g. Local business or trade Journals | _____       | _____          |
| h. T.V. and Radio                   | _____       | _____          |
| i. Other _____                      | _____       | _____          |
5. Do you have a regular newsletter where news about volunteers, need for volunteers, and recognition of volunteers is given: regularly \_\_\_\_\_ often \_\_\_\_\_ once in awhile \_\_\_\_\_ rarely \_\_\_\_\_

IV. Training

1. Volunteers at this Center Receive Training in the following ways:
- |                                                                                | <u>Yes</u> | <u>Sometimes</u> | <u>No</u> |
|--------------------------------------------------------------------------------|------------|------------------|-----------|
| a. Initial Interview - orientation                                             | _____      | _____            | _____     |
| b. From sponsoring agency                                                      | _____      | _____            | _____     |
| c. From experience while giving services                                       | _____      | _____            | _____     |
| d. Do not need training                                                        | _____      | _____            | _____     |
| e. Special training for job which has been arranged through central PCA Office | _____      | _____            | _____     |
| f. From a volunteer who can train                                              | _____      | _____            | _____     |

IV. Training (Cont'd)

Yes      Sometimes      No

g. From staff conferences

\_\_\_\_\_

h. Through staff supervisor

\_\_\_\_\_

i. Training workshops

\_\_\_\_\_

j. Through committee meetings

\_\_\_\_\_

Other:V. Job Descriptions:

1. The project center has identified specific jobs and recruits for these jobs.      usually \_\_\_\_\_ sometimes \_\_\_\_\_ rarely \_\_\_\_\_.

2. When volunteers are available

a. They are placed wherever they are needed

usually \_\_\_\_\_ sometimes \_\_\_\_\_ rarely \_\_\_\_\_.

b. There is an effort made to match a job with the skills of the volunteer      usually \_\_\_\_\_ sometimes \_\_\_\_\_ rarely \_\_\_\_\_.

c. The project staff has a written form or description which they can give to the volunteer when he/she asks about volunteer opportunities

usually \_\_\_\_\_ sometimes \_\_\_\_\_ rarely \_\_\_\_\_.

d. The project has contracts for volunteers while they are working there      usually \_\_\_\_\_ sometimes \_\_\_\_\_ rarely \_\_\_\_\_.

e. The staff makes jobs available, otherwise they do not describe or identify possible jobs.

usually \_\_\_\_\_ sometimes \_\_\_\_\_ rarely \_\_\_\_\_.

f. There is no written job description, but staff verbally tells volunteer what the job includes

usually \_\_\_\_\_ sometimes \_\_\_\_\_ rarely \_\_\_\_\_.

Ethel M. Adams

VI. Recognition

1. Volunteers in the project are given recognition through
  - a. Staff recognition of their work verbal \_\_\_\_ written \_\_\_\_
  - b. Sponsoring agency includes them in their recognition programs  
YES \_\_\_\_ NO \_\_\_\_
  - c. A regular event giving recognition (\_\_\_\_) Example
  - d. Special identification through pins, badge, uniform, etc. Example: \_\_\_\_\_
  - e. News media, T.V. or radio YES \_\_\_\_ NO \_\_\_\_
  - f. Project Newsletter YES \_\_\_\_ NO \_\_\_\_
  - g. Other: Example: \_\_\_\_\_

VII. Evaluation:

1. To follow through or evaluate, the staff has a specific time when they have a "staff conference" with a volunteer, or several volunteers. Often \_\_\_\_ sometimes \_\_\_\_ rarely \_\_\_\_.

VIII. Retention

1. What do you do to implement the retention of volunteers in your Center:
  - a. Regular planned recognition of their services.  
Often \_\_\_\_, Sometimes \_\_\_\_, Rarely \_\_\_\_.
  - b. Items about volunteers in your Newsletter:  
Often \_\_\_\_ Sometimes \_\_\_\_, Rarely \_\_\_\_.
  - c. Contacts by telephone: Often \_\_\_\_ Sometimes \_\_\_\_ Rarely \_\_\_\_.
  - d. Staff contacts Often \_\_\_\_ Sometimes \_\_\_\_ Rarely \_\_\_\_.
  - e. Volunteer is assigned job of contacting other volunteers regularly and make inquiries when they fail to show.  
Often \_\_\_\_ Sometimes \_\_\_\_ Rarely \_\_\_\_.
  - f. Nothing Often \_\_\_\_ Sometimes \_\_\_\_ Rarely \_\_\_\_.

VIII. Retention (Continued)

- g. New assignments: Often \_\_\_ Sometimes \_\_\_ Rarely \_\_\_.
- h. Promotion to higher status activity:  
Often \_\_\_ Sometimes \_\_\_ Rarely \_\_\_.
- i. Plan opportunities for volunteers to meet together - to  
identify with each other Often \_\_\_ Sometimes \_\_\_ Rarely \_\_\_.
- j. Other: Example: \_\_\_\_\_.

IX. Support

1. What kinds of support do you feel a volunteer program will  
need to improve its operation?
- \_\_\_ a. A special staff person assigned to work with volun-  
teers and a definite amount of assigned time.
- \_\_\_ b. Training for staff for special skills in working  
with volunteers.
- \_\_\_ c. Additional enabling funds in local budget.
- \_\_\_ d. An office or place which volunteers can use as  
their central location to have meetings, or hold  
supplies or equipment, or where they can socialize  
with other volunteers.
- \_\_\_ e. Involvement of total staff in developing volunteer  
opportunities and working with volunteers.
- \_\_\_ f. Joint volunteer and professional staff meetings,  
when appropriate.
- \_\_\_ g. Special organization (or club) of project volun-  
teers for their socialization together (or identi-  
fication with each other.
- \_\_\_ h. Special events or occasions planned for them or  
by them.



Ethel M. Adams

IX. Support (Cont'd)

\_\_\_ i. Opportunities planned for staff and volunteers to develop communications with each other:

1. Regular conferences \_\_\_\_\_
2. Friendship \_\_\_\_\_
3. Working together on committees \_\_\_\_\_
4. Co-workers on projects or events \_\_\_\_\_
5. Co-planners for projects or events. \_\_\_\_\_
6. Co-workers or development of policy \_\_\_\_\_
7. Co-workers in setting goals or objectives \_\_\_\_\_

2. What support do you give your volunteers -

- a. Recruitment practices which make them feel "sought out" and special: Yes \_\_\_ Sometimes \_\_\_ No \_\_\_\_.
- b. Training through many approaches(classes, workshops, conferences, participation, delegates, etc. Yes \_\_\_ Sometimes \_\_\_ No \_\_\_\_.
- c. Recognition - awards Yes \_\_\_ Sometimes \_\_\_ No \_\_\_\_.
- d. Meals Yes \_\_\_ Sometimes \_\_\_ No \_\_\_\_.
- e. Transportation Yes \_\_\_ Sometimes \_\_\_ No \_\_\_\_.
- f. Enabling funds Yes \_\_\_ Sometimes \_\_\_ No \_\_\_\_.
- g. Staff attention Yes \_\_\_ Sometimes \_\_\_ No \_\_\_\_.

X. Participants as Community Volunteers

1. Do the participants in your Center:

Yes    No

a. Do volunteer work in other Centers?    \_\_\_    \_\_\_

Example: \_\_\_\_\_

b. Do volunteer work for Community Agencies which is brought to the Center?    \_\_\_    \_\_\_

Example: \_\_\_\_\_

X. Participants as Community Volunteers (Cont'd)

	<u>Yes</u>	<u>No</u>
c. Do volunteer work in other community agencies?	_____	_____

Example: \_\_\_\_\_

2. Are you able to encourage community agencies to plan volunteer opportunities for the older adult?

Yes \_\_\_\_\_ No \_\_\_\_\_ Sometimes \_\_\_\_\_

3. Are you aware of volunteer opportunities within the community which are available to center participants?

XI. Questions for Staff                      Yes \_\_\_\_\_ No \_\_\_\_\_ Sometimes \_\_\_\_\_

1. What organizational structure do you think would be most helpful in developing a broader volunteer program for your project center:

- \_\_\_\_\_ a. A local committee on volunteers which meets regularly
- \_\_\_\_\_ b. A regional committee with staff and volunteer representation.
- \_\_\_\_\_ c. A central city committee with representatives from each center, meeting regularly.
- \_\_\_\_\_ d. A central city committee on volunteers with representation on the PCA Board.
- \_\_\_\_\_ e. Other:

2. How do you think a Director of Volunteers at PCA can help your Center:

APPENDIX I  
VOLUNTEER SURVEY

Dr. Ethel M. Adams

I. General Information

1. Do you have volunteers working in your center? Yes \_\_\_ No \_\_\_
2. Do you have a staff person who has time assigned for working with volunteers? Yes \_\_\_ No \_\_\_.

Name: \_\_\_\_\_ Approximate Time \_\_\_\_\_

Other Assignments \_\_\_\_\_

3. At the center, we have
  - a. Many volunteers on a day-to-day basis \_\_\_\_\_
  - b. Have a few regular ones \_\_\_\_\_
  - c. Use volunteers rarely \_\_\_\_\_
  - d. Use only an occasional person with special skills \_\_\_\_\_
  - e. Have no way to use volunteers \_\_\_\_\_
4. What kinds of activities have volunteers been involved in -
  - a. Service activities                      Number \_\_\_\_\_ Yes \_\_\_\_\_ No \_\_\_\_\_  
Examples:
  - b. Administrative Activities: Number \_\_\_\_\_ Yes \_\_\_\_\_ No \_\_\_\_\_  
Examples:
  - c. Special skills                              Number \_\_\_\_\_ Yes \_\_\_\_\_ No \_\_\_\_\_  
Examples:
  - d. Recreational-Social                      Number \_\_\_\_\_ Yes \_\_\_\_\_ No \_\_\_\_\_  
Examples:

e. As speakers: to community  
groups

Number \_\_\_\_ Yes \_\_\_\_ No \_\_\_\_

Examples:

f. Educational

Number \_\_\_\_ Yes \_\_\_\_ No \_\_\_\_

Examples:

g. Supplement to Staff

Number \_\_\_\_ Yes \_\_\_\_ No \_\_\_\_

Examples:

h. Outreach

Number \_\_\_\_ Yes \_\_\_\_ No \_\_\_\_

Examples:

5. Approximately how many volunteers do you involve throughout  
the day?

Number \_\_\_\_ Yes \_\_\_\_ No \_\_\_\_

6. Do you feel you need more volunteers in your program?

a. Already have enough \_\_\_\_\_

b. Could use more for food services \_\_\_\_\_

c. For Recreation/Social activities \_\_\_\_\_

d. On Planning-policy Committees \_\_\_\_\_

e. For special skills \_\_\_\_\_

Examples:

f. Assist with interviews \_\_\_\_\_

g. Help with Counseling \_\_\_\_\_

h. Clerical skills \_\_\_\_\_

- i. Telephone \_\_\_\_\_
- j. Friendly visitors \_\_\_\_\_
- k. Transportation \_\_\_\_\_
- l. Other \_\_\_\_\_

7. What other services do you think you could offer if you had volunteers to help?

8. Records of volunteers and their work

- a. No records \_\_\_\_\_
- b. Keep file of names and addresses \_\_\_\_\_
- c. Each staff person has a file and  
keeps a list \_\_\_\_\_
- d. Keep records of hours and work \_\_\_\_\_
- e. Records for Student Internships,  
field experiences \_\_\_\_\_
- f. Records for special projects \_\_\_\_\_

9. Do you have a resource file of volunteers? Yes \_\_\_\_\_ No \_\_\_\_\_

10. Have you used any of the services offered from  
the Volunteer Action Council, United Way? Yes \_\_\_\_\_ No \_\_\_\_\_

Example:

## II. Recruitment

1. Do you recruit volunteers from:

- a. Sponsoring Agency Yes \_\_\_\_\_ No \_\_\_\_\_
- b. Participants at Center Yes \_\_\_\_\_ No \_\_\_\_\_
- c. RSVP Yes \_\_\_\_\_ No \_\_\_\_\_
- d. Churches Yes \_\_\_\_\_ No \_\_\_\_\_

Ethel M. Adams

-4-

e. Community agencies Yes \_\_\_\_\_ No \_\_\_\_\_

f. Other Yes \_\_\_\_\_ No \_\_\_\_\_

2. In your city area, where do you think the major source of  
volunteers are?

Very good Fairly good Limited

a. Churches

\_\_\_\_\_

Remarks:

b. Clubs

Very good Fairly good Limited

\_\_\_\_\_

c. Service clubs

Kiwanis, Rotary, etc.

\_\_\_\_\_

Remarks:

d. Industry

Very good Fairly good Limited

\_\_\_\_\_

Remarks:

e. Business

Very good Fairly good Limited

\_\_\_\_\_

Remarks:

f. Community Agencies

Very good Fairly good Limited

\_\_\_\_\_

Remarks:

g. Others:

Very good Fairly good Limited

Name: \_\_\_\_\_

\_\_\_\_\_

- i. Telephone \_\_\_\_\_
- j. Friendly visitors \_\_\_\_\_
- k. Transportation \_\_\_\_\_
- l. Other \_\_\_\_\_

7. What other services do you think you could offer if you had volunteers to help?

8. Records of volunteers and their work

- a. No records \_\_\_\_\_
- b. Keep file of names and addresses \_\_\_\_\_
- c. Each staff person has a file and  
keeps a list \_\_\_\_\_
- d. Keep records of hours and work \_\_\_\_\_
- e. Records for Student Internships,  
field experiences \_\_\_\_\_
- f. Records for special projects \_\_\_\_\_

9. Do you have a resource file of volunteers? Yes \_\_\_\_\_ No \_\_\_\_\_

10. Have you used any of the services offered from  
the Volunteer Action Council, United Way? Yes \_\_\_\_\_ No \_\_\_\_\_

Example:

## II. Recruitment

1. Do you recruit volunteers from:

- a. Sponsoring Agency Yes \_\_\_\_\_ No \_\_\_\_\_
- b. Participants at Center Yes \_\_\_\_\_ No \_\_\_\_\_
- c. RSVP Yes \_\_\_\_\_ No \_\_\_\_\_
- d. Churches Yes \_\_\_\_\_ No \_\_\_\_\_

Ethel M. Adams

-4-

e. Community agencies Yes \_\_\_\_\_ No \_\_\_\_\_

f. Other Yes \_\_\_\_\_ No \_\_\_\_\_

2. In your city area, where do you think the major source of  
volunteers are?

Very good Fairly good Limited

a. Churches

\_\_\_\_\_

Remarks:

b. Clubs

Very good Fairly good Limited

\_\_\_\_\_

c. Service clubs

Kiwanis, Rotary, etc.

\_\_\_\_\_

Remarks:

d. Industry

Very good Fairly good Limited

\_\_\_\_\_

Remarks:

e. Business

Very good Fairly good Limited

\_\_\_\_\_

Remarks:

f. Community Agencies

Very good Fairly good Limited

\_\_\_\_\_

Remarks:

g. Others:

Very good Fairly good Limited

Name: \_\_\_\_\_

\_\_\_\_\_



3. Do you think a Central Referral Center for volunteers would be useful for recruitment and placement of volunteers?

a. Already do this at local center    Sometimes    Yes    No

\_\_\_\_\_

b. Done by sponsoring body

\_\_\_\_\_

c. Center City Office would be best and central reference would be most useful

\_\_\_\_\_

d. No value at present

\_\_\_\_\_

4. In recruiting volunteers, do you think priorities should be set for: (Check your top priorities)

a. Service volunteers

\_\_\_\_\_

b. Administrative volunteers

\_\_\_\_\_

c. Recreation/socialization aides

\_\_\_\_\_

d. Instructional and educational aides

\_\_\_\_\_

e. Volunteers for special services

\_\_\_\_\_

Give example:

f. All categories

\_\_\_\_\_

g. No priorities; receive what people are available

\_\_\_\_\_

h. Services for homebound

\_\_\_\_\_

i. Other

\_\_\_\_\_

### III. Publicity

1. Do you have printed publicity for recruitment of volunteers?

Yes \_\_\_\_\_ No \_\_\_\_\_

2. How and where is this material distributed?

III. Publicity (Cont'd)

3. Do you think more publicity would help you recruit more volunteers from outside the Center? Yes \_\_\_\_\_ No \_\_\_\_\_
4. The publicity should come from Good Limited
- a. PCA central office \_\_\_\_\_
  - b. Neighborhood newspapers \_\_\_\_\_
  - c. Sponsoring agency publicity \_\_\_\_\_
  - d. Speakers from the project \_\_\_\_\_
  - e. Project newsletter \_\_\_\_\_
  - f. Citywide newsletter \_\_\_\_\_
  - g. Local business or trade Journals \_\_\_\_\_
  - h. T.V. and Radio \_\_\_\_\_
  - i. Other \_\_\_\_\_
5. Do you have a regular newsletter where news about volunteers, need for volunteers, and recognition of volunteers is given: regularly \_\_\_\_\_ often \_\_\_\_\_ once in a while \_\_\_\_\_ rarely \_\_\_\_\_

IV. Training

1. Volunteers at this Center Receive Training in the following ways:
- |                                                                                | <u>Yes</u> | <u>Sometimes</u> | <u>No</u> |
|--------------------------------------------------------------------------------|------------|------------------|-----------|
| a. Initial Interview - orientation                                             | _____      | _____            | _____     |
| b. From sponsoring agency                                                      | _____      | _____            | _____     |
| c. From experience while giving services                                       | _____      | _____            | _____     |
| d. Do not need training                                                        | _____      | _____            | _____     |
| e. Special training for job which has been arranged through central PCA Office | _____      | _____            | _____     |
| f. From a volunteer who can train                                              | _____      | _____            | _____     |

IV. Training (Cont'd)

Yes      Sometimes      No

- g. From staff conferences      \_\_\_\_\_
- h. Through staff supervisor      \_\_\_\_\_
- i. Training workshops      \_\_\_\_\_
- j. Through committee meetings      \_\_\_\_\_

Other: \_\_\_\_\_

## V. Job Descriptions:

1. The project center has identified specific jobs and recruits for these jobs.      usually \_\_\_\_\_ sometimes \_\_\_\_\_ rarely \_\_\_\_\_.

## 2. When volunteers are available

- a. They are placed wherever they are needed

usually \_\_\_\_\_ sometimes \_\_\_\_\_ rarely \_\_\_\_\_.

- b. There is an effort made to match a job with the skills of the volunteer      usually \_\_\_\_\_ sometimes \_\_\_\_\_ rarely \_\_\_\_\_.

- c. The project staff has a written form or description which they can give to the volunteer when he/she asks about volunteer opportunities

usually \_\_\_\_\_ sometimes \_\_\_\_\_ rarely \_\_\_\_\_.

- d. The project has contracts for volunteers while they are working there      usually \_\_\_\_\_ sometimes \_\_\_\_\_ rarely \_\_\_\_\_.

- e. The staff makes jobs available, otherwise they do not describe or identify possible jobs.

usually \_\_\_\_\_ sometimes \_\_\_\_\_ rarely \_\_\_\_\_.

- f. There is no written job description, but staff verbally tells volunteer what the job includes

usually \_\_\_\_\_ sometimes \_\_\_\_\_ rarely \_\_\_\_\_.

# VI. Recognition

1. Volunteers in the project are given recognition through
  - a. Staff recognition of their work verbal\_\_\_written\_\_\_
  - b. Sponsoring agency includes them in their recognition programs YES\_\_\_NO\_\_\_
  - c. A regular event giving recognition(\_\_\_\_\_) Example
  - d. Special identification through pins, badge, uniform, etc. Example:\_\_\_\_\_
  - e. News media, T.V. or radio YES\_\_\_NO\_\_\_
  - f. Project Newsletter YES\_\_\_NO\_\_\_
  - g. Other: Example:\_\_\_\_\_

# VII. Evaluation:

1. To follow through or evaluate, the staff has a specific time when they have a "staff conference" with a volunteer, or several volunteers. Often\_\_\_sometimes\_\_\_rarely\_\_\_.

# III. Retention

1. What do you do to implement the retention of volunteers in your Center:
  - a. Regular planned recognition of their services. Often\_\_\_, Sometimes\_\_\_, Rarely\_\_\_.
  - b. Items about volunteers in your Newsletter: Often\_\_\_, Sometimes\_\_\_, Rarely\_\_\_.
  - c. Contracts by telephone: Often\_\_\_ Sometimes\_\_\_ Rarely\_\_\_.
  - d. Staff contacts Often\_\_\_ Sometimes\_\_\_ Rarely\_\_\_.
  - e. Volunteer is assigned job of contacting other volunteers regularly and make inquiries when they fail to show: Often\_\_\_ Sometimes\_\_\_ Rarely\_\_\_.
  - f. Nothing Often\_\_\_ Sometimes\_\_\_ Rarely\_\_\_.

VIII. Retention (Cont'd)

- g. New assignments: Often \_\_\_ Sometimes \_\_\_ Rarely \_\_\_.
- h. Promotion to higher status activity:  
Often \_\_\_ Sometimes \_\_\_ Rarely \_\_\_.
- i. Plan opportunities for volunteers to meet together - to  
identify with each other Often \_\_\_ Sometimes \_\_\_ Rarely \_\_\_.
- j. Other: Example \_\_\_\_\_.

IX. Support

1. What kinds of support do you feel a volunteer program will  
need to improve its operation?
- \_\_\_ a. A special staff person assigned to work with volun-  
teers and a definite amount of assigned time.
- \_\_\_ b. Training for staff for special skills in working  
with volunteers.
- \_\_\_ c. Additional enabling funds in local budget.
- \_\_\_ d. An office or place which volunteers can use as  
their central location to have meetings, or hold  
supplies or equipment, or where they can socialize  
with other volunteers.
- \_\_\_ e. Involvement of total staff in developing volunteer  
opportunities and working with volunteers.
- \_\_\_ f. Joint volunteer and professional staff meetings,  
when appropriate.
- \_\_\_ g. Special organization (or club) of project volunteers  
for their socialization together (or identification)  
with each other.
- \_\_\_ h. Special events or occasions planned for them or by  
them.

IX. Support (Cont'd)

\_\_\_ i. Opportunities planned for staff and volunteers to develop communications with each other:

1. Regular conferences \_\_\_\_\_
2. Friendship \_\_\_\_\_
3. Working together on committees \_\_\_\_\_
4. Co-workers on projects or events \_\_\_\_\_
5. Co-planners for projects or events. \_\_\_\_\_
6. Co-workers or development of policy \_\_\_\_\_
7. Co-workers in setting goals or objectives \_\_\_\_\_

2. What support do you give your volunteers -

a. Recruitment practices which make them feel "sought out" and special: Yes \_\_\_\_\_ Sometimes \_\_\_\_\_ No \_\_\_\_\_.

b. Training through many approaches (classes, workshops, conferences, participation, delegates, etc.

Yes \_\_\_\_\_ Sometimes \_\_\_\_\_ No \_\_\_\_\_.

c. Recognition - awards Yes \_\_\_\_\_ Sometimes \_\_\_\_\_ No \_\_\_\_\_.

d. Meals Yes \_\_\_\_\_ Sometimes \_\_\_\_\_ No \_\_\_\_\_.

e. Transportation Yes \_\_\_\_\_ Sometimes \_\_\_\_\_ No \_\_\_\_\_.

f. Enabling funds Yes \_\_\_\_\_ Sometimes \_\_\_\_\_ No \_\_\_\_\_.

g. Staff attention Yes \_\_\_\_\_ Sometimes \_\_\_\_\_ No \_\_\_\_\_.

X. Participants as Community Volunteers

1. Do the participants in your Center: Yes No

a. Do volunteer work in other Centers? \_\_\_\_\_

Example: \_\_\_\_\_

b. Do volunteer work for Community

Agencies which is brought to the Center? \_\_\_\_\_

Example: \_\_\_\_\_

X. Participants as Community Volunteers (Cont'd)

- c. Do volunteer work in other community agencies? Yes\_\_\_ No\_\_\_  
\_\_\_\_\_

Example: \_\_\_\_\_

2. Are you able to encourage community agencies to plan volunteer opportunities for the older adult?

Yes\_\_\_ No\_\_\_ Sometimes\_\_\_

3. Are you aware of volunteer opportunities within the community which are available to center participants?

XI. Questions for Staff Yes\_\_\_ No\_\_\_ Sometimes\_\_\_

1. What organizational structure do you think would be most helpful in developing a broader volunteer program for your project center:

- \_\_\_ a. A local committee on volunteers which meets regularly  
\_\_\_ b. A regional committee with staff and volunteer representation.  
\_\_\_ c. A central city committee with representatives from each center, meeting regularly.  
\_\_\_ d. A central city committee on volunteers with representation on the PCA Board.  
\_\_\_ e. Other:

2. How do you think a Director of Volunteers at PCA can help your Center: