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ASSOCIATION FOR VOLUNTEER ADMINISTRATION

The Association for Volunteer Administration (AVA) is the professional association for those working in the field of volunteer management who want to shape the future of volunteerism, develop their professional skills, and further their careers. Members include volunteer program administrators in a wide variety of settings, agency executives, association officers, educators, researchers, consultants, students—anyone who shares a commitment to the effective utilization of volunteers. AVA is open to both salaried and nonsalaried professionals.

AVA also has a special membership category that enables organizations with mutually-compatible goals to AVA to become Affiliate Members. Affiliates range from local associations of directors of volunteers, to statewide volunteerism groups, to national organizations. Affiliates, each with its own membership base, broaden the networking possibilities open to all AVA members.

AVA is an association run by its members. Active national committees include: Public Information; Professional Development; Resource Development; and Public Policy. Members also plan the annual "National Conference on Volunteerism," a major event held each year in a different city in the United States or Canada. This Conference provides participants the opportunity to share common concerns and to focus on national issues of importance to volunteerism.

AVA is divided into twelve geographic regions, each of which develops a variety of programs to serve its members. These can include annual regional conferences, periodic local workshops, newsletters, and informal "cluster group" meetings.

Two major services that AVA performs, both for its members and for the field at large, are Certification and Educational Endorsement. Through the Certification process, which recognizes leaders of volunteer programs who demonstrate professional performance standards, AVA furthers respect for and appreciation of the profession of volunteer administration. Similarly, AVA Educational Endorsement is given to those workshops, courses, conferences and training events that provide opportunities for professional growth in volunteerism.

Finally, AVA produces publications, including several informational newsletters and booklets, and THE JOURNAL OF VOLUNTEER ADMINISTRATION.

For further information about the ASSOCIATION FOR VOLUNTEER ADMINISTRATION, contact AVA, P.O. Box 4584, Boulder, CO 80306.

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A Proactive Response To Court-Ordered Community Service

Katherine H. Noyes

While a fair amount of material has been written on the concept of community service as a sentencing option, virtually nothing has addressed the specific impact of this trend on the agencies and organizations at which these offenders are placed. In an effort to shed some light on this particular aspect of the subject, the Virginia Department of Volunteerism sent questionnaires and letters to programs around the country which had experience in utilizing court-referred "volunteers."

The response was substantial, indicating a high level of interest among leaders of volunteer programs. Information was received from a wide diversity of sources—small community centers, groups involving both adults and juveniles—all representing different settings, structures and geographical areas. In addition, material was gathered from the American Bar Association, Offender Aid and Restoration (OAR), Virginia's Community Diversion Incentive (CDI) program, and from several other experts who have knowledge pertaining to this subject. Many of the corrections and criminal justice officials interviewed were intrigued by the interest in this particular perspective and agreed that more work is needed to explore the full dimensions of this alternative.

The results of this research are presented in a guidebook entitled, Opportunity or Dilemma: Court-Referred Community Service Workers. *It contains general factual information, specific how-to-do-it suggestions, and material about key resources which may be of assistance to volunteer program leaders. The following article is based on this guidebook.*

HISTORY AND DEFINITION

The idea of community service as a sentencing option began in Great Britain in the late 1960's as the British penal system was investigating ways to alleviate prison crowding. After an experimental program was introduced in six counties, application of the community service practice throughout the United Kingdom was authorized in 1975. This sentencing option has since grown to a point that on a given Saturday 800-850 offenders perform court-ordered community services in London alone. The tasks they perform typically include: answering the phones in a community center; constructing adventure playgrounds; planting trees; tutoring; reading to blind persons; and working on reclamation projects.

Expansion of this concept in the United States proceeded rather slowly at first. Only a few judges utilized community service as more than an occasional sentencing alternative and most of these sentences were imposed on middle or upper income offenders who had special skills (such as doctors or lawyers) that the judge believed could be put to use for the good of the community. More recently, however, more and more courts in this country have imposed such sentences on a broader basis. In 1984, for example, more than 15,000 New Jersey residents performed more than one million hours of community service, ranging from picking up litter to computer programming. Although no precise figures are available on the number of persons performing community service on a nationwide basis, officials agree that the popularity of these programs has increased sharply in recent years. This is due in part to general frustration with the idleness and violence within prison, the overcrowding of correctional institutions, and the desire to prove to the public that offenders do pay for their offenses.

Katherine H. *Noyes* is Information Services Specialist at the Virginia Department of Volunteerism. She has several years of experience as a consultant and author in volunteerism, and began her career by helping develop a volunteer program at the Philadelphia Family Court. The guidebook she recently wrote (mentioned above) is available from The Virginia Department of Volunteerism, 825 East Broad Street, Richmond, VA 23219 (Cost: $2.00 per copy).

Whatever the reasons, experts say (it) is changing sentencing patterns throughout the criminal justice system. Locally and elsewhere, a greater proportion of first-time offenders are working off their sentences by stuffing envelopes for the American Cancer Society, caring for children in Head Start centers, becoming Big Brothers, sorting clothes for charities, and maintaining public roads and parks . . . It is a part of life unknown to the public. For the most part, few realize that some of the people shelving books at the public library or working at Special Olympics track meets are fulfilling obligations to a court. —The Washington Post, November 6, 1983

While the trend in community service alternative sentencing has grown steadily, there is still great variation in how and when it is being applied. Some states, such as California, have a statewide community service system with fairly consistent guidelines and sentencing policies in place. Other states, such as North Carolina, have established sentences for specific offenses (e.g., Driving Under the Influence) and have created a statewide network to implement them. Still other states, like Virginia, are acting on a much more random basis. Each judge and court district operate independently, utilizing the sentencing option in whatever way they see fit.

Because of these inconsistencies it is difficult to make generalizations which apply to all localities. However, the following provides some additional clarification about the nature and scope of court-ordered community service as it is usually implemented in this country:

- Community Service programs operate under a variety of titles including *court referral, volunteer work, service restitution,* or *symbolic restitution* programs. Those individuals ordered to perform the community work are referred to variously as *offenders, volunteers, clients, court-referred workers, community service workers,* and other similar titles.
- By definition, a community service program places offenders in unpaid positions with nonprofit or tax-supported (governmental) agencies to perform a specified number of hours of work or service within a given time limit.
- Community service is used at every stage of the criminal justice process. It may be used as *part of pre-trial diversion* in order to avoid formal prosecution of persons accused of crimes. It may appear as a *condition of deferred prosecution,* where charges will be dismissed if the order is successfully completed. It may also be imposed as *an alternative to, or as part of, any sentence* given upon conviction (i.e., probation, suspension of license, fine, incarceration, etc.).
- Potential benefits for the offender include: avoiding the hardships of incarceration or fines; relief from guilt about an offense and an opportunity to make amends; increased awareness of the needs of other people; new skills and work experience; avoiding stigmatizing and demeaning treatment often associated with other parts of the criminal justice system.
- Potential benefits for the justice system include: reduced populations in institutions; a less costly dispositional option that is intermediate in its severity; improved community relations.
- Potential benefits for society include: additional useful community service; the introduction of new persons to the volunteer network, ones who might otherwise never be inclined to involve themselves freely; reduced criminal justice costs; a decrease in public stereotypes about offenders; increased public involvement in and awareness of the criminal justice system.

In short, court-ordered community service is a mixed bag of complex dichotomies, appearing in diverse forms according to those who utilize it and participate in it.

THE GREAT DEBATE

There are many conflicting opinions about how this legal practice fits into the current definitions of volunteering and how it changes the functions of agency

staff and program managers. There are those who say: "YES, these people are volunteers—unpaid workers doing community service willingly ... Our responsibility is to help them ... It is a good way to benefit the agency, the community and the individual who owes society a debt ... Their motives do not matter." There are others who will argue just as vehemently: "NO, they are not volunteers ... How can they be uncoerced when they are given the choice between going to jail or helping the nursing home ... I'm not trained to supervise criminals or enforce a judge's order."

The field of volunteer administration itself has been growing during the last decade and is still undergoing some self-definition. Add to this the evolving factor of court-ordered community service and it is no wonder that the answers are somewhat fuzzy! The ramifications of this type of government action have not yet been fully studied and there is little evaluative data on which to base future decisions. Among the issues still to be resolved are these:

- Involuntary service: Is participation in these programs truly voluntary? Or do these orders violate the 13th Amendment to the Constitution that prohibits involuntary servitude? Is the concept justified as one of many criminal sanctions, all of which limit the offender's freedom in some way?
- Discrimination: If this practice is applied unfairly, the danger exists that it will help perpetuate the inconsistencies of jail-for-the-poor and alternatives-for-the-rich. Is it fair to allow a well-paid person to pay the $200 fine while requiring hours of unpaid service from a person who cannot easily pay the fine?
- Disparity: The same lack of consistency that has plagued the system's sentencing practices now seems to threaten community service as well. One offender may be offered the option while another is not; similar offenders can receive very different community service sentences for the same offense from the same judge. Are standards and uniform guidelines needed here as well?
- Expansion of social control: The tendency has been to use these alternatives as additions to, rather than replacements for, preexisting sanctions. A kind of "more is better" philosophy is developing, resulting in escalated sentences for even minor offenses. Is the state becoming too controlling over these individuals? Will community service lose its value as a means of punishment for more serious offenses because it is overdone?

Philosophically, the answers are by no means easy. In addition, this trend has raised urgent questions about more practical matters such as insurance coverage, accessibility to criminal records, and staff resistance. Discussion and debate are healthy, and legal and criminal justice professionals—as well as those in volunteer administration—must continue to grapple with all these concerns.

A PROACTIVE RESPONSE

Yet beneath all the controversy, the fact remains that *these offenders are nonpaid workers who frequently become our responsibility.* How then can we, the leaders of community groups, volunteer programs and government agencies best cope with this present-day phenomenon? There are three basic choices available to us:

1) We can choose not to become involved and ignore it;
2) We can cooperate in a passive way, initiating action only when we are forced to deal with a related problem;
3) We can actively work toward the creation of guidelines and policies that will be mutually beneficial to everyone involved.

While the third choice is probably the most difficult to pursue, research suggests that court-ordered community service is most successful when community leaders respond with assertiveness.

Efforts to approach this subject proactively are often hampered, however, by the fact that there is a two-sided information gap. On the one hand, there is a lack of knowledge by court personnel about volunteer programs. Many judges have seized the idea of community service sen-

tencing as one viable solution for improving the effectiveness of our justice system. Yet they tend to see its implementation as fairly simple and do not fully appreciate the complexity of the job of managing such "volunteers." Many probation officers and others who make referrals to community agencies do not understand the role of volunteer program coordinators and the policies by which these agency programs operate.

Similarly, leaders of volunteer programs often possess little or no knowledge about the justice system that sends them the offender. Much of the terminology and jargon used by the courts is unfamiliar and confusing. In addition, social service staff and administrators may be unprepared for the bureaucratic processes and paperwork which confront them and thus feel powerless in the face of a judge's order. While this situation clearly needs remedying from several different angles, it can be greatly improved by taking deliberate action *before* accepting court-ordered community service workers. Here are some key steps to include when making an agency decision to utilize these "volunteers":

Assess your present program to decide exactly how or if court-ordered "volunteers" will fit in. Examine the types of jobs volunteers now do, potential new short-term assignments, the availability of staff supervision time, and the degree to which program hours of operation are flexible. These and other considerations will help you to determine a policy for the type of offender you think you can handle effectively. Many programs stipulate restrictions based on the types of clients they serve. For example: a hospital will not take offenders who have been involved with controlled substances or alcohol; or Meals on Wheels will not take anyone with a record of driving offenses or who has a history of theft or burglary and might be likely to victimize clients.

In addition, you may be willing to consider a felon or parolee on a case-by-case basis. Remember, as with any volunteer, you always have the right of refusal. The most important thing is that you and your agency establish a comfortable and reasonable policy that will serve as a basis for future referrals and placements (recognizing, of course, that the "ideal offender" will be rare).

Ask questions of any potential referral source. Invite the staff to visit your agency so that they can better understand what the volunteers do. Make sure you understand what type of clients are handled by the source before you agree to be a placement site. The referral process will be more accurate and will waste less time for everyone if information can be shared early on.

Make your expectations clear. Create a "Memo of Agreement" that stipulates who will do what. (Some referral sources provide this type of contract, but it still may be helpful to create your own.) Include responsibilities of the referring agency or program, responsibilities of the offender, and responsibilities of your agency as placement site. It is also useful to indicate how many offenders you can handle at any given time. All of this helps to avoid confusion and misunderstanding and gives you confidence in the referral source with which you are working.

Think about "non-compliance." Officially, this is defined as: the participant's deliberate violation of any points set forth in the program agreement. But what does this mean when applied to your particular volunteer program? How do you want problems handled if they should arise? How many chances are you willing to give the offender before you call it "non-compliance?" Are you prepared to send an offender back to court before he/she has successfully completed the assigned number of hours? If the offender "fails" at completing the hours ordered, will you feel that you have "failed" in your job? Again, these questions need to be discussed and incorporated into program policy before a problem arises and you are faced with feelings of guilt and frustration.

Consider a new definition. Initiate an agency-wide discussion of viewing the volunteer program as a "Nonpaid Personnel Department." What are the pros and cons of such a shift in philosophy? Does such a change eliminate some of the debate about the "volunteer" status of court-ordered workers? Does it help simplify practical issues of recordkeeping, insurance, and supervision responsibilities?

How do administrators, co-workers, and volunteers feel about the volunteer program coordinator functioning as a "Director of Nonpaid Personnel"?

CONCLUSION

In short, it is up to us to advocate for ourselves and our programs. In order to do this we must keep sharing information and learning from each other's experiences. We must help educate the judiciary and other court personnel about how our end of the process works—what happens to our volunteers when they participate in our programs, what types of sentences and time-frames are workable, what kind of communication we need, etc. At the same time we must educate ourselves about the system we are addressing, digging for answers in a professional manner without clinging to old stereotypes and myths about the criminal justice organization. Only by taking such a proactive stance can we impact future decisions and eliminate much of the confusion now facing us.

Ironically, such battles are not new to the field of volunteer administration. We have had to fight for other things—competitive salaries, professional status, adequate budgets, appropriate insurance, etc. What makes this issue any different? By opening channels of communication, seeking new definitions, and establishing workable guidelines and policies we can help to shape the notion of court-ordered community service into a valuable opportunity rather than a frustrating dilemma.

Appendix A

The following "Position Paper" is an example of how one group of volunteer program managers in Oregon responded proactively. It is a clear statement of philosophy, conveying strength of conviction based on a sound knowledge of what will make the idea of court-ordered community service work successfully. It serves as a useful model for other local groups who wish to establish a constructive relationship with court programs and personnel.

Multnomah County Volunteer Program Managers Association

Position Paper Re: Community Service/Court Referred Placements

INTRODUCTION

The Multnomah County Volunteer Program Managers' Association (MCVPMA) is committed to providing opportunities for all citizens to volunteer in their community. Most volunteers come to our programs through a desire to be involved. These people may also wish to meet people, be useful or keep busy; but they have selected volunteerism as a way to meet their needs. Another category of volunteers have not volunteered at all. These people have been directed to "volunteer" for community service as restitution for anti-social behavior. Providing a positive experience for such volunteers can be a challenge so great that it detracts from the volunteer manager's primary program. MCVPMA takes the position that when a volunteer manager's efforts to accommodate a referring agency's needs actually diminish the primary program the entire community suffers. This is an issue we wish to address.

ISSUE

It is the philosophy of MCVPMA that volunteer placement should be positive for the volunteer, the program, and the public which the program serves. To successfully accomplish this goal, program managers must carefully screen potential volunteers, give serious consideration to their motivation, interest and abilities, and then place a volunteer in a position best suited for achievement in the interests of both the volunteer and the program. This is generally possible because the needs of the volunteers are usually compatible with the needs of the volunteer program.

The goals and objectives of the community's volunteer based agencies are not, however, always compatible with the goals and objectives of the judges or agencies who refer clients for community service placement. It is the intent of MCVPMA to identify our concerns, clarify our needs and affirm our desire for a successful cooperation between volunteer programs and community service referral agencies which will assure maximum benefits to the publics we serve.

In this statement we address five general areas of concern with the hope of building a more solid base of cooperation on which to build mutual success.

AREAS OF CONCERN

1. IMPACT OF COMMUNITY SERVICE REFERRALS ON VOLUNTEER PROGRAMS

Volunteer programs cost money. The offer of "free help" comes with inherent costs to the agency, including significant amounts of staff time, phone calls, and letters. Because of these costs, the volunteer program managers must decide the cost-benefits of accepting a referral. Accepting a volunteer for a short amount of time, for example 20 hours or less, causes an impact on the program which may not be worth the time involved. Volunteer based programs are not prepared to accept placements for which the costs are disproportionate or even penalizing.

Individual volunteer program managers may choose to negotiate agreements with referring agencies to deal with this question. Such agreements may define the types

of placements available, the types of clients considered appropriate for referral or even a specific limited capacity of community service volunteers it can manage at one time.

2. UNREALISTIC EXPECTATIONS

Community Service volunteers are often under the impression that the volunteer agency a) is expecting them; b) will place them immediately; or c) has an obligation to place them. This is a three-strikes misunderstanding that immediately diminishes the possibilities for a successful experience. For a successful community referral service, MCVPMA recommends that the referring individual be familiar with the needs of the volunteer agency; that they contact the manager BEFORE making the referral; and that the referring individual be responsible for explaining to the client that the avenue of restitution through community service is an option in which the client has full responsibility for initiation and follow-through. It is essential that referring agencies and referred clients understand that the volunteer program and its priorities must be the volunteer manager's primary concern.

3. LACK OF COMMUNICATION

Lack of communication with the referring agency is a concern apart from the issue of resolving misunderstanding. If community service volunteerism is to work successfully, referring and accepting agencies must work as partners. Communication is vital to achieving a placement which suits the needs of all parties. The nature of the client's offense, former record, time available, and attitude are invaluable pieces of information for placement and cannot be easily obtained in the normal intake process. There is no question that court referred and community service placements are often unsuccessful; but MCVPMA believes that a much higher rate of success is possible through better communication between the referring agency and the accepting agency PRIOR to a placement.

4. THE INTERVIEW

Once the referring and accepting agencies have an appropriate volunteer community service placement opportunity, volunteers will be expected to participate in the accepting agency's normal intake process. This process will typically include an interview in which the volunteer and the supervisor will define the volunteer's work, schedule, and duties. The volunteer must be able to negotiate this process independently and otherwise fulfill the terms of placement. If counseling is needed to get the volunteer through the intake process, it is expected that this will be provided by the referring agency.

5. VOLUNTEER MOTIVATION

Referring agencies should carefully consider a client's strength of motivation when considering community service as an option. Volunteer programs are not equipped to work with poorly motivated volunteers. Before a volunteer is referred, counselors should be sure that the individual is willing, under the circumstances, to choose volunteerism as an alternative. Most organizations that utilize volunteers do not have the staff for one-on-one supervision and certainly cannot provide counseling or parole officer duties. In many cases, volunteer program managers have no additional staff and are solely responsible for supervision of their volunteers.

Volunteer agencies are not equipped to go out of their way to track and monitor the performance of community service workers. It is obvious that an unmotivated volunteer in an unsupervised placement will offer a dubious contribution to the community. Such volunteers, in fact, detract from the volunteer program. MCVPMA recommends that unmotivated community service volunteer referrals should not be knowingly directed to volunteer agencies.

CONCLUSION

Members of MCVPMA are willing to work with referring agencies who wish to place individuals in community service programs for the purpose of social restitution. Members of MCVPMA are *not* willing to accept significantly greater responsibility for these placements and certainly are not willing to accept placements which will detract from our primary program either through demands on personnel or program. MCVPMA believes that the burden of initial screening for such placements is the responsibility of the referring agency working with the volunteer agency.

In summary, volunteer managers are pleased to see their programs serve wider social goals as long as the goals of their own programs are also being served. But when referring agencies place community service volunteers whom they expect to fail, they sabotage the volunteer manager's efforts as well as the general purpose of the community service program itself. Our objective in identifying these issues is to provide a framework in which both volunteer agencies and referring agencies can work toward mutual goals with some assurance of success.

February 1984

(*Reprinted with permission from Multnomah Community Service, Portland, Oregon*)

Moving Along: Case Studies of Career Paths for Volunteer Coordinators

Ivan Scheier

In 1984, Harriet Naylor addressed the national conference of the Association of Voluntary Action Scholars. She selected as her topic "Beyond Managing Volunteers." The following is an exerpt from that speech:

> *Growth and change have occurred in our profession and in many of its individual practices. As an honorary life member of the Association for Volunteer Administration, I am proud of* THE JOURNAL OF VOLUNTEER ADMINISTRATION, *an impressive body of knowledge, an ethics statement, and the calibre of emerging leadership—all developed during intensive and conscientious practice in a burgeoning constituency.*
>
> *Still, individual improvement has led many potential leaders out of our ranks into higher levels in their own or other organizations. We hope that there they are advocates for the volunteer potential, but we have lost them to organizational loyalties and higher salaries.*

The following article focuses directly on Hat Naylor's concerns. Because THE JOURNAL OF VOLUNTEER ADMINISTRATION has expressed the desire to keep Hat's memory alive through a continuing examination of the issues that concerned her, we are delighted to present Ivan Scheier's study of career paths in volunteer administration.

INTRODUCTION

A recent inventory of "The Ingredients of Volunteer Leadership" (Yellowfire Mini-Series, #13), identified over 100 competencies, such as Administrator, Career Counselor, Educator and Networker. The analysis concluded that:

> *The volunteer coordinator is a versatile and creative generalist, whose skills and experience merit and should earn solid respect, status and financial compensation, should she/he stay in the volunteer leadership field. Otherwise, these competencies and experiences qualify their possessor for a wide range of other meaningful jobs.*

Not enough documented evidence exists on how much respect and status the skills of a volunteer coordinator earn her/him, within our profession or in transition to another. We only suspect strongly that, for many, the career is more a transition than a culmination. A mid-1970's study indicated that about half of all volunteer coordinators leave the field within two years. Recently, a trainer colleague told of asking a DOVIA (local association of volunteer coordinators) audience to envision where they might be five years hence. Only about one in ten still saw themselves in the role of volunteer coordinator!

Is our field really a dead-ender, with upward mobility severely limited or impossible? If so, where do volunteer coordinators go when they leave? What do they do? Are they still interested in the volunteer leadership field, and willing to contribute in some way?

The present study attempts to begin answering these questions, via an "alumnae" survey form (appendix) and/or interviews directed to people who no longer worked full time in the volunteer leadership field. Volunteer coordinator alumni were difficult to find; there are only 14 case studies here, plus partial data on ten other people. Moreover, the case studies include five people who are not complete alums; rather, they are simply no longer in the volunteer coordinator role full time.

Ivan Scheier, PhD is one of the foremost thinkers in volunteerism today. His credentials include numerous books and articles, as well as the leadership of many volunteer efforts. These days his primary interest is as travelling consultant and as prime mover of Yellowfire Press. The article presented here will be available as a part of the Yellowfire Mini-Series. Ivan wishes to thank Janice Allen for her review and comments.

In any event, 24 cases doth not a research make, especially since we cannot be sure our sample is representative. Still, there are some trends here, some patterns, some inklings of significance for current contemplation and future research directions.

The next section summarizes these trends, followed by the case studies themselves, and a final analytical section.

SUMMARY OF MAIN TRENDS

Our sample averaged seven to eight years in the field of volunteer administration—one suspects rather longer than most stay in this career line. The sample also probably over-represents, somewhat, roles as resource people to volunteer coordinators (e.g., trainers, consultants).

Most but not all of the people in our sample made the career move of their own volition, often using considerable initiative; that is, they weren't fired or laid off.

Here are some main trends:

1. Our sample "left the field" in two main ways:
   a) Job *change*, (most of our cases) in which the person no longer spends any time directly coordinating volunteer programs.
   b) Job *enlargement*, in which the person continues to have some direct involvement close-up with the volunteer program (typically half-time or less) but does a number of other things as well. Often there is now another person to help with the operation of the volunteer program.

2. In job enlargement, the people in our sample always remain in the nonprofit sector. Job change people are more likely to move into the profit sector, but even here the majority stay in the nonprofit workplace.

3. In virtually every case, either of job enlargement or change, the move represented career advancement in terms of status and challenge and usually money, too. Job change, of course, carries with it a change in job title; job enlargement usually does, too, with the new title being a more "important" one.

4. Job enlargement and job change have in common increased concentration in the following areas:
   a) management, administration, executive responsibilities, personnel
   b) training and education, staff development
   c) communications (writing and speaking skills), public relations
   d) fundraising, resource development
   e) program development, planning

5. The clear majority of our sample agreed that the experience and skills gained as a volunteer coordinator aided their effectiveness in their new position. Mentioned most frequently were the five areas of concentration listed above (par. 4), plus knowledge of motivation and how to handle money. Familiarity with certain kinds of clients and situations gained as a volunteer coordinator was also a response. Finally, in some cases, such as executive of a small nonprofit or fundraiser, knowledge of volunteers was extremely valuable since volunteers played a vital role in the success of the new job function.

8. Our job enlargement sample of course keeps in touch with the volunteer field; they are still partly *in* it. The pattern is more mixed for job change cases. Approximately half appear to keep in some kind of touch with former colleagues, but this is sometimes more on a personal level than a professional level. Several of those who did not keep contact professionally, said they would get involved if asked, and gave examples of potentially useful contributions they might make.

This summary by no means does justice to the more complete and individualized information in the case studies which follow.

THE CASE STUDIES

Invented names and occasional alternation of identifying detail are to protect the anonymity of contributors.

A. Job Change Case Studies:

John Doe

For eight years, John was a volunteer,

then a trainer, consultant and evaluator in the field of volunteerism. For the past five years, he has been an extremely successful stockbroker. He enjoys the work, and his income is many times what it was in his volunteerism days.

John emphatically attributes much of his current success to his volunteerism experience. This legacy includes a special sensitivity to people's motivation, a style of building a program around where the person actually is, rather than where you think they should be. (He specifically mentions Minimax, in this regard.)

John also relies heavily on skills acquired as a trainer in his former career. Thus, he uses well-conducted free workshops as a means of developing new clients. For a short while after the job change, John kept fairly actively involved with volunteerism as a field, in his spare time. He no longer does so, but does keep contact personally with some of his friends and colleagues from those days. Many of these are also the satisfied clients of his new profession.

Clara Sellars

Clara was a volunteer coordinator from 1964 to 1972, in settlement house and in mental health settings. Since then she's been a theatrical press agent for classical performing arts and theater, and president of a small communications agency, specializing in political media, environmental affairs, and a mix of commercial and nonprofit advertising and public relations accounts.

Clara doesn't think her volunteer coordinator-acquired skills helped her *get* subsequent positions in the first place, but they definitely contributed to her effectiveness in these roles. Ghetto experience in her first volunteer coordinator position translated to specialization in *black* performance arts. The mental hospital volunteer coordinator work helped Clara be more comfortable dealing with all types of extreme personalities in performers and in her clients.

Clara doesn't currently keep in touch with the volunteer leadership field, but can think of several ways in which she could still promote the cause and principles of volunteerism: by her organization being hired to communicate a cause or issue; by being invited to serve on a board; or via pro-volunteer advice she could give her clients.

Clara would say this to those who are volunteer coordinators today: "Nothing you do or learn is wasted. E*verything* is translatable. Haven't (you) seen that in volunteers?"

George Mountain

George was a volunteer coordinator in two different geographical areas, then a trainer, consultant, writer and editor at state and national levels. His volunteerism career spanned 7-8 years, and ended through no fault or wish of his, via conditions beyond his control.

When I last talked with George 18 months ago, he was a District Manager of a dozen for-profit child care facilities. He was highly regarded in that role; I met his boss who asked me to let him know of any other volunteer coordinators seeking employment in the profit sector.

George believes his volunteerism experience definitely contributed to his current success, particularly in regard to management, personnel and training skills. He particularly plans to use his training skills in a vastly improved staff development program at the facilities he manages.

George has no particular plan to emphasize volunteers in his facilities, and only maintains relatively light contact with the general field of volunteerism, through a few close friends.

Renee Bright

Renee was promoted from volunteer coordinator to Executive Director of a relatively small nonprofit human service agency. Though she no longer concentrates as much on direct volunteer program development, Renee feels the knowledge and skills she gained as a volunteer coordinator contribute importantly to her effectiveness as Executive Director. This is because volunteers are vital to the existence of this organization, in both service and policy roles.

Renee is still very active in the local association of volunteer coordinators; more active than ever, she says.

Dolores Thayer

Dolores was volunteer coordinator at a

Crisis Center for five years. She still works with volunteers as Executive Director of the Center, though in a way she enjoys more: "As Executive Director, I have more indirect contact with volunteers. I enjoy that more, since the responsibility of their job descriptions and scheduling is with someone else."

Generally, Dolores feels her promotion from volunteer coordinator to Executive Director has brought more status, and much more challenge. She also gets more money now. Virtually all the direct client contact work of the Crisis Center is done by volunteer peer counselors. Obviously, the Executive Director of such an organization must understand the value of volunteers, be able to recognize their needs as well as their vital contributions to nonprofits. Dolores' experience as volunteer coordinator helped her with all this; indeed, it helped her get the job as Executive Director in the first place.

Dolores doesn't currently keep in touch with the volunteer leadership field but feels that (if invited), she could share two excellent volunteer-staffed programs she has developed. Her advice to volunteer coordinators: "Utilize your volunteers in developing new programs for the community. Thus, have them serve on the task force to determine needs, assist in developing a plan of action, as well as with funding ideas. Volunteers are committed individuals, but only if they have a sense of ownership in the program."

Diana Grant

Diana recently "moved up" from volunteer coordinator to fundraiser in a nonprofit organization. She feels her volunteer coordinator experience will increase her effectiveness as a fundraiser, because volunteers are heavily relied on to help raise money in this organization.

Diana still attends local DOVIA meetings.

Candace Tennison

Candace was first a volunteer coordinator for ten years in a Residential Treatment Center and a Residential Training Center. For the past five years she has been a recreational therapist at a large nursing home, working with individual residents, participating with an inter-disciplinary patient care planning team, and coordinating the work of student interns in the recreation department.

She believes her volunteer coordinator experience may have helped her get the recreational therapist position. (However her original professional training was in Recreational Administration as well as Volunteer Administration.) She is quite clear that some experiences, skills and competencies from the earlier position were useful in the later one. Among these are skills in organizing and coordinating volunteer group projects, supervising volunteers in recreational activities, experience in working with college interns and their supervisors, participating on committees and inter-disciplinary teams, and writing progress reports. Indeed, many of the above functions are *identical* with activities on her present job, not just transferable to it.

Candace also applies her volunteer coordinator experience by expressing her views on volunteerism at Recreation Therapy staff meetings and with her supervisor. She does not keep in touch with the volunteerism field except for occasional reading of literature that comes her way.

Her advice to volunteer coordinators: "... seriously draw a line between being a committed, dedicated Director of Volunteer Services ... and a burned-out person seeking a second career. Learning to say no to some demands or expectations can perhaps prevent wearing one too many hats."

Jill Teacher

Jill's volunteerism career included both local and statewide coordination in a human service agency, plus active leadership involvement in a professional association for volunteerism.

For personal reasons, she opted to move to a location where volunteerism involvement at her former level was no longer feasible or possible. She was, however, offered and accepted a statewide staff development role at a similar level of responsibility in the same state agency.

Jill has maintained active leadership participation in the volunteerism professional association and also seeks ways in

which her staff development work can prepare staff to work more effectively with volunteers.

Linda Christian

Linda was a volunteer coordinator in health care for nine years. Now she's gone back to being one of the people she used to work with: a volunteer. Her recent volunteer positions have included church elder, and handling money for community events. She believes her volunteer coordinator experience has helped her here in such areas as planning and handling money, interviewing, and running meetings.

Linda has kept in touch with the volunteer leadership field. She's past president of a professional association, remains interested in encouraging better volunteer management and in promoting the proper use of volunteers.

Partial Information on Eight Job Change Cases

This group consisted of six women and two men. Five left their jobs of their own free will; three were essentially forced out. Five remained in the non-profit sector; three moved to the for-profit workplace.

Main themes in their new areas of concentration are education and fund development, also public relations, financial planning, neighborhood organization, assistant to the president of a Community College, and proprietorship of a general store.

B. Job Enlargement Case Studies:

Barbara Stans

For the past nine years, Barbara has been a Director of Volunteer Services (DVS) in a large institution. (Before that time she was for many years a volunteer at that institution.) As DVS, Barbara has developed a large, varied and effective volunteer program, earning widespread respect among both staff and volunteers.

Recently Barbara was promoted to "Institutional Community Relations Coordinator," receiving a substantial salary increase in the process. Though most still think of her as the Director of Volunteer Services, and though she does still spend much of her time in that role, she now has a staff assistant to help with the volunteer program, and has branched out into areas such as:

- — teaching some staff development classes;
- — producing two monthly newsletters, one in-house for staff only, the other for a much larger circulation including staff, volunteers, and community friends;
- — giving talks in the community on behalf of the institution, not just the volunteer program;
- — encouraging and organizing the allocation of community gifts of money, food, clothes, and equipment;
- — developing new programs, such as the one which ensures that there is a current photo on file of every institutional resident.

Barbara took the initiative in moving into these work areas, well before her new job title was confirmed. In other words, her de facto job enlargement was eventually ratified by top management.

There will probably be a steadily increasing emphasis on the newer duties, but Barbara will probably always keep some direct volunteer program involvement. Moreover she feels there is a community relations theme linking the original DVS with the newer duties.

Author's Note: Two other DVSs in the same state system have also made the transition to Institutional Community Relations Coordinator, but I do not know how similar the accompanying process was.

Kilsey Smith

Kilsey began work as a volunteer coordinator seven years ago, in an institution for disturbed children. She still has that role, but other job components have been added over the years. Among these are help with staff development; training and team-building; arranging facility tours; donor development and securing in-kind freebies from the community; perfecting data collection processes for the institution as a whole; and planning and preparation for accreditation of the institution.

Kilsey feels able to do all the additional things without undue strain or damage to the volunteer program, because of her in-

creasing mastery of basic volunteer program procedures. She is, however, advocating for some extra help with the volunteer program, as her role continues to enlarge. She is also currently negotiating with management for a job title more accurately reflecting the wider scope of her current duties; for example "Community Resource Coordinator" or "Human Resources Coordinator."

Whatever the title of her job eventually turns out to be, the pay is quite good. At $30,000 it is the sixth highest in an agency of 160 staff, and considerably higher than some other department heads. While a reasonable conclusion would be that salary has grown with the job, Kilsey also feels that in part, the job has grown to justify the salary level.

Concurrent with this job enlargement within the institution, Kilsey has been increasingly active outside of it, as a trainer, consultant, process facilitator, board member, and professional association officer. In these roles, she is much respected statewide, and increasingly so beyond state borders as well. To make further room for growth in such involvements, Kilsey plans to ask management for 30 days leave without pay each year, in addition to her four weeks regular vacation time which is currently almost completely used up by these "outside activities."

Donna Welty

Donna has coordinated volunteers at the Senior Center for four years. During that time the job has grown to the point where she also does program development and coordination (other than the volunteer program), specifically including the athletic program. She also has primary responsibility for management of the Senior Center's physical plant. Donna also still oversees the management of volunteers, but now she supervises another person who helps her with this.

Donna believes her experience and training in volunteer management enabled her to assume more management responsibilities within this organization; this includes specific skills such as budgeting, supervision and program development.

Donna's new title is "Program Coordinator" and she is in fact second in command to the Director of the Senior Center. There has been a distinct increase in status and challenge for Donna in this job enlargement; not more money as yet, but signs are that this is in the works.

Miriam Menard

Miriam has been a school volunteer coordinator for twelve years. She still does this but also administers a five-district cooperative support service for curriculum enrichment. This service operates like a small business, securing funding on a fee for service basis.

Miriam says this job enlargement has resulted in more status, money and challenge in her work.

Carrie Waverly

For the past five years, Carrie has been statewide coordinator of volunteers in a public agency consisting of both institutions and field services. Carrie is still *the* sole person statewide concentrating on encouraging and providing technical assistance to volunteer programs in the agency. However, where religious programs formerly were handled quite separately from volunteers generally, Carrie now has an important supervisory role in such programs. This includes paid staff as well as volunteers; for example, responsibility for overseeing chaplaincy contracts. Another new challenge is supervising a Visitor Hospitality Center, again including some aspects beyond volunteerism.

Carrie notes that her job overall has become progressively more administrative, including attendance at "meetings, stacks and stacks of meetings." Neither job title nor pay has changed for Carrie.

Two Partially Relevant Job Enlargement Cases: Both Are Women

One has been in the volunteer leadership field for 7 or 8 years, and currently divides her time between two divisions of the same overall local government agency. The agency, which thinks highly of her work, is seeking to create a new half-time staff development position for her. If this happens, she'll cut back to half-time as volunteer coordinator. She definitely sees this as career progress, and

much more fulfilling than her present position.

The other woman has mainly been a volunteer coordinator for several years until moving to her present agency. Here, she *began* in a position which was half-time volunteer coordinator, half-time Assistant Director (administration, budgeting, supervision, program planning). This "other job" helps her "preach the value of volunteerism." Together, she feels the combination has more status and challenge, than either would alone.

AFTER THOUGHTS FOR FURTHER STUDY

Clearly, this study should be expanded: more cases, more representatively selected and some more refined questions, too. But even further, there is need for more serious *thinking* about the nature and definition of a profession—even these preliminary results attest to that.

Both job change and job enlargement case studies strongly suggest that what is, for some, a finished profession is for many others a transitional occupation, a way station on the road to a more final destination; a training ground, a *phase* in professional growth, not the culmination of it. Insofar as this is so, we ought to be in far better touch with our graduates, for two important reasons: first, to see if our "preparation" was adequate, and how it might be improved; secondly, to see how they might help volunteerism (a kind of alumni offering).

Even as a way station on the road to somewhere else, there is some inkling the occupation may be incomplete as now defined—like a bird which is beautiful flying but has no song, or sings earthbound. The job enlargement people, seemed to me outstandingly competent and creative professionals in our field. In their job enlargement initiatives, I sense something more than a desire for more challenge, status, money. Though there was that, there seemed also an almost instinctive sense of incompleteness, a realization that the "people skills" and organizational skills required to lead a volunteer program have far wider application in most organizations, and that the imperfections of an overall organization lacking such attention will inevitably be reflected as imperfections in the volunteer programs as well. It is as if we taught some employees to be excellent marketers, trainers, communicators, and then insisted these talents be applied only to one segment of the organization's operations. This is in fact just the kind of thing we do with volunteer coordinators. We tend to say, apply your skills primarily to volunteers and the volunteer programs, not to staff, clients, boards, or other aspects of the organization. This is an unnatural restriction, in my view, and precisely what the job enlargement people are effectively surmounting. But they may be doing so largely unconscious of the general question raised for our profession: A*re* we a complete profession, as now defined, however excellent the range of skills we have, if we only apply these skills to one kind of worker in one segment of organizational operations?

If we do in fact need a more expansive definition of our profession, that could augur optimistically for its ultimate stability and fulfillingness. We need only to hold off a little longer those who would freeze the profession as it is defined right now.

Appendix A

For former Volunteer Coordinators, or those who now also do many other things.

MOVING ALONG

A Survey of Job Enlargement and/or Job Change for Volunteer Coordinators

What happens to volunteer coordinators, consultants, or trainers when they no longer work exclusively in the volunteer leadership role? Please help with applicable information, anonymously if you wish.

1. Please give beginning and ending dates for your tenure as a coordinator or director of volunteers, or in a similar job by any other name.

   From_____ 19____ to _____ 19____
   (If still in that role, write "present" in latter space)
2. Are you still doing volunteer coordination work part of the time? _____
3. If yes, what are the main *other* things you do now?_____

   _____

   _____
4. In what areas of human service were or are you employed as a coordinator? (Examples: health care, schools, community theatre, prisons) _____

   _____

   _____
5. What were the main reasons for either the job change or "job enlargement"? (Now doing other things along with volunteer coordination)_____

   _____

   _____
6. Do you have more status? money? challenge? now as a result of the job change or job enlargement? Please specify: _____

   _____

   _____

Answer the remaining questions only if you have had a *job change*; that is you are no longer working *directly* with volunteers as a volunteer coordinator/director.

7. Please describe briefly positions you have held since the job change.

   a. _____ From_____
   _____ To _____

   b. _____ From_____
   _____ To _____

   c. _____ From_____
   _____ To _____

8. Do you still work with volunteers at all in your present job? _____
In any of the other positions you have held since being a volunteer coordinator?

_____

9. If yes, please describe this direct or indirect experience with volunteers.

_____

_____

_____

10. Did the experience, skills, or competencies acquired as a volunteer coordinator help you *get* any position since then? _____
11. If yes, which experiences, skills, competencies? _____

_____

_____

12. Did the competencies acquired as a coordinator help you *perform* more effectively *once in* any other positions held since the job change? _____

_____

_____

13. If so, which competencies in relation to which positions? _____

_____

_____

14. Do you keep in touch with the volunteer leadership field at all? If so, how:

_____

_____

_____

15. Are there ways in which you promote the cause and principles of volunteerism where your work now? _____ If so, how? _____

_____

_____

16. Now that you have the perspective of experience in other positions, what career advice would you offer a person who is currently a volunteer coordinator? (Use more space if you wish)

_____

_____

_____

_____

_____

Signature (optional) _____

Address (optional) _____

Please mail completed form to Ivan Scheier, Yellowfire Press, 1705 14th Street, Suite 199, Boulder, CO 80302.

The Resident Action Box: A Record Keeping System for Volunteer Departments

Hedy Peyser

When the Hebrew Home of Greater Washington added a new building more than doubling the resident population to 550, we realized that our method of volunteer record keeping was insufficient and inadequate. Volunteers entered their names in a sign-in book, and recorded their hours on special file cards. The names of volunteers assigned to a specific resident were entered on a resident's card by the Director of Volunteers. With over 600 volunteers, an innovative approach was developed so that resident volunteer needs would be met and documented. The system would have to be simple, non-time consuming, be acceptable to the volunteers and yet serve to document and answer the following:

1. Activities performed by volunteers.
2. How much time volunteers spend in the performance of their various roles.
3. How many volunteers visit each resident, and the approximate length of these visits.
4. The amount of time needed to feed a resident, and/or escort a resident from one place in the building to another.
5. Goals for each resident, based on input from other departments—social service, nursing, activities, volunteers and our own evaluation.
6. Whether each residents' volunteer needs are being met.

We also wanted to establish a system which would enable us to prioritize residents who needed additional volunteer service.

DESCRIPTION OF R.A.B.

A file box (4"x6") was created for each building, labelled the RESIDENT ACTION BOX (R.A.B.), and containing an index card for each resident. These boxes were situated on an accessible table in the volunteer lounge in each building. A typical card looks like the accompanying illustration.

Volunteer Goal: visit, take outdoors, meet shopping needs. No family.

Greenberg, Sarah — Room 781

DATE	RESIDENT ACTION	AMT. TIME	VOL. NAME
1/3/85	visit	½ hour	B. Green
1/5/85	shopping for resident	1 hour	H. Cane
2/15/85	outdoors	20 minutes	J. Smith
2/20/85	shopping with resident	1 ½ hours	B. Brown
3/3/85	escort-bingo & assisted	1 hour	J. Horn
3/10/85	escort P.T. once/week	11 minutes	N. Diamond

Hedy Peyser MSW, ACSW, LSCW, has been Director of Volunteers at the Hebrew Home of Greater Washington for 13 years, where she coordinates over 600 volunteers in a 550-bed facility. She is also a professional lecturer at The American University, Sociology Department.

The "volunteer goal" for a new resident is based on information in the Social Service summary which includes data on the residents' interests/hobbies; work history; whether the resident has family and, if so, their geographical location. Also included is a comprehensive medical history and diagnosis. In addition, the Director of Volunteers and/or the Assistant Director of Volunteers either visit each new resident and/or receive feedback from the admissions volunteers, i.e., volunteers assigned to new residents. The volunteer goals may be changed or modified by the Director or Assistant Director of Volunteers.

IMPLEMENTATION

Prior to formalizing our R.A.B. record keeping system, we asked approximately twenty volunteers to assist in a trial run. We found that many of our volunteer feeders, themselves seniors, had difficulty entering the information and required assistance. Interestingly, we also learned that our feeders often fed as many as six residents and visited twenty or more residents per day. Many of these volunteers worked on nursing units consisting of 33 residents, where most of the residents were mentally and/or physically impaired.

The volunteer escorters averaged twenty-five resident escorts a day to Physical Therapy, clinics, or activities. Both the feeders and escorters were individuals who often worked six, seven and even eight hours a day and most came more than once a week, with one volunteering five days a week. Thus, for both feeders and escorters, entry of all their volunteer activities would prove to be a cumbersome and time-consuming task requiring modification to the R.A.B. system.

A decision was made to have the feeders and escorters fill out the card once a month for each resident. Escort to an activity could be noted on an optional basis.

All volunteers were sent a newsletter describing this system. They were asked to fill out the applicable resident card(s) at the end of each volunteer day. We expected it to take a volunteer five to ten minutes to fill out the cards.

The volunteers continued to sign in the volunteer book which allowed us immediate access to determine who was in the building. They also continued to keep a record of their total number of hours on their individual cards. These cards enabled us to keep a record of all volunteer hours.

In addition, we have another cross-reference file by volunteer name. In these files, which are kept in both volunteer offices, we keep a record of the names of residents that each volunteer visits on a regular basis. This cross reference is regularly (often weekly) reviewed with the volunteers and serves as the basis of our supervisory sessions.

SPECIAL NEEDS

Colored tabs (blue for males and green for females) were placed on resident cards to indicate those residents having priority needs. The criteria for establishing priority need includes new residents, referrals from other departments or volunteers, as well as residents who have minimal or no family. The colored tabs which indicate the resident by sex were used for the following reasons: a) many of our volunteers prefer visiting residents of the same sex; b) we encourage our male volunteers to visit male residents because many prefer male companionship; c) female teenagers are instructed to visit only female residents, because of a few isolated incidents of inappropriate behavior by male residents.

The R.A.B. system also enabled volunteers who might have free time to choose a resident to visit from among these cards. Goals, and information about the resident, e.g., "no family," enabled the volunteer to decide whether he or she was the appropriate person to meet the need. In fact, the majority of volunteers gravitated toward the individual residents who had no family, since they could become a "surrogate family member." They also felt "more needed" and "useful," as residents with no family rely on volunteers for their shopping needs and for other personal chores often performed by one's family members. Most assignments however, continued to be made by the Director/Assistant Director of Volunteers.

GROUP ACTIVITIES

Since many of the activities run by vol-

GROUP ACTIVITY NOTEBOOK

Exercise class - Laura Smith, Volunteer

RESIDENTS	8/4	8/11	8/18	8/25
Abbott	✓	-	-	✓
Boyer	-	✓	✓	✓
Cohen	✓	-	-	✓
Diskin	✓	✓	✓	✓
Efron	✓	✓	✓	✓

unteer leaders (exercise classes, jewelry classes, current events and the miscellaneous and sundry shop) included the same residents, these volunteer group leaders made entries into a notebook which was kept in an accessible place in the volunteer offices. This notebook, similar to a roll book, was divided by categories to include the name of the activity. The first page in each category listed the names of the residents who were regular participants or users of the service. The other pages in each section had dates with the volunteer checking off attendance. (See illustration.)

At the end of each month a volunteer was assigned to transfer this data onto the appropriate resident cards. This volunteer is also in charge of making R.A.B. cards for new residents (name and room number), as well as a rollodex card. The rollodex card includes date of birth, date of admission, and medical diagnosis. This rollodex file is kept in the volunteer offices and allows for the availability of basic information without having to search through the social service records. This work is done weekly and is reviewed by the Director of Volunteers.

VOLUNTEER REACTIONS

As anticipated, there were a few instances of volunteer resistance, particularly among the older volunteers. Their arguments included the following;

We don't want to do paperwork.

We don't want to be held accountable—we spent most of our lives working.

We could be spending the time with the residents.

A few volunteers had difficulty writing, and those involved with many different residents, i.e., unit volunteers, found the task too time consuming. However, with time and patience, we were able to convince most volunteers of the value of this system and many "did it for the residents."

CONSEQUENCES AND RECOMMENDATIONS

A resident, Mrs. I., age 95, came to the Director of Volunteers to complain that she didn't have "any volunteer visitors." Having just reviewed her cards, the Director of Volunteers was surprised to hear this since the resident had numerous visitors during the month. As tactfully as possible, the Director of Volunteers removed the resident's cards from the file and told Mrs. I. that during a one month period, she had 18 volunteer visitors who spent a total of over 10 hours with her. She then asked, "who visited me?" After the entire list was read to her she said: "But these people are not volunteers, they are my friends."

We received a call from a concerned family member pertaining to his mother's "lack of activities." Apparently this was his mother's way of imparting guilt. He was both surprised and delighted when informed that his mother attended activities on a regular basis and that, the day before, she not only attended an exercise program, a jewelry class and bingo, but had also been assisted by a volunteer with her luncheon meal.

The social work staff in particular were delighted with this system. They could easily and immediately receive an update on resident-volunteer interaction(s) and offer suggestions.

Administration also seems pleased with this system, as it provides written accountability. It is also possible to provide administration with monthly reports based on the data provided by R.A.B.

A volunteer program is often seen as a luxury. This system could prove the value of the volunteer program and serve as a

tool in budgeting. We can show what and how much the volunteers are doing and how they impact on other departments and the client group served. Indeed, R.A.B. is a concrete way of showing "value."

In addition, for the volunteers the R.A.B. system means that they are accountable and "valuable." It provides feedback for the volunteer and for the Director of Volunteers and is useful in volunteer performance reviews.

After using this system for over four years, we have found that a number of volunteers who visit quite a few residents were spending too much time making entries on resident cards. It was suggested to them that they keep their own records and that they make entries once a month.

The R.A.B. file should be reviewed at least once a month. Goals may be revised, new cards may be needed and priorities may be reset. Cards may be easily added or removed.

Since the cards get filled up rather quickly, we would suggest that larger index cards be used and/or cards be printed with the appropriate headings. The manual system could easily be adapted to a computer system, too.

The R.A.B. system permits easy access to data concerning the residents. It is a fairly easy and inexpensive method to determine whether and how resident needs are being met. This system also provides written goals, and an overview of volunteer work roles. R.A.B. allows for the availability of quantitative data and documentation concerning the allocation of volunteer time. Indirectly, it may also measure the effectiveness of the volunteer program.

Behind the Scenes of Security Pacific's Volunteer Programs

Gayle Jasso

Security Pacific National Bank has been involved in corporate volunteerism formally since 1981, when its program proposal was approved by President and Chief Executive Officer George F. Moody. In a few short years, Security Pacific has experienced much success in the volunteer arena.

SecuriTeam, the bank's largest volunteer program, officially began in April, 1982, when eight employees attended the first meeting. Since then, the program has grown significantly: nine chapters throughout California, nearly 3,000 members, service of over 50,000 hours to over 200 community organizations, and over 160 projects a year. SecuriTeam is managed and funded by the Community Affairs Division, located in Security Pacific's world headquarters in Los Angeles.

SecuriTeam did not just happen. It was carefully planned, molded and implemented. The planning methods and reasons for developing SecuriTeam in the manner selected may be helpful to other corporations that already have existing programs or that are considering beginning a formal program. In addition, these strategies may also help community organizations understand the thought and operational processes behind large corporate volunteer programs.

HISTORY

Security Pacific had been reviewing corporate volunteerism for approximately five years, but it did not begin a formal program until 1982. For over a decade, the bank had been focusing its extensive community involvement in its California communities through its vocational and economic education programs serving over 200 school districts. Still operating today, these programs involve employees in volunteerism to a degree as integral parts of the educational programs, but volunteerism is not the primary focus of the programs.

Some ways the bank's community education programs involve employees both as volunteers and as special paid workers are:

1) As volunteer teachers who supervise on-the-job training of high school and adult students in 55 percent of the bank's 630 offices.
2) As 80 Saturday and evening job skills training teachers credentialed by the state (and paid by local school districts) to teach 130 bank sponsored classes which train 2,500 students each school year in partnership with over 12 California Regional Occupational programs; and
3) As with over 50 Junior Achievement (JA) advisors of bank-sponsored JA companies.

TIMING

As with so many things, timing is often important to success. About the time Security Pacific decided to explore the establishment of a formal volunteer program, President Reagan asked America's corporations to become involved in their communities through volunteerism. The proposers of the bank's volunteer program capitalized on this Presidential request and submitted a proposal to President Moody which contained the following segments:

I. What is employee volunteerism?
II. Why should the bank begin an employee volunteer program now?
III. What kind of programs should the bank sponsor?

Gayle Jasso is vice president and manager of the Community Affairs Division of Security Pacific National Bank, headquartered in Los Angeles. Her statewide responsibilities include corporate volunteerism and community education. Jasso has rceived numerous awards for her contributions to the community.

IV. What are the benefits of employee volunteerism?
V. Where to begin?
VI. What are the costs?
VII. Conclusion.

The proposal, copies of which are available upon request, was wholeheartedly approved by Mr. Moody, and permission was granted to hire an additional staff member to help implement the volunteer programs. From the beginning, the bank committed the necessary resources, making success possible.

RESEARCH

SecuriTeam was born and has lived life at a rapid, successful pace because Security Pacific spent the initial time to learn from the best programs in the country instead of reinventing the wheel. For six months, over 30 corporations were contacted and their programs studied. Only then were the program designers able to custom-tailor SecuriTeam to Security Pacific.

The lesson to be learned is that each corporation is unique and has different needs, interests and abilities. A successful volunteer program must meet the motives and needs of all concerned: the community, the company, the volunteers, and the program managers. If it can satisfy all of its constituents most of the time, then a volunteer program can truly be called successful.

ADVISORY COMMITTEE

If there is one key element that has contributed to the success of SecuriTeam, it has been the advisory committee. Every chapter, especially the Greater Los Angeles pilot, has begun with an internal advisory committee. Members are carefully selected and represent each and every department whose support and cooperation are needed, e.g., Public Relations, Employee Relations, Personnel, Legal, Research, the Banking Office System, subsidiaries and retirees.

The role of the first advisory committee was to design volunteer programs to fit the company, plan the publicity, and launch the programs. The eight advisory committees which followed have planned how to bring SecuriTeam to new geographical areas, and they have selected the interim executive committee members. After the advisory committees accomplish their objectives, they dissolve.

TEAM CONCEPT

The bank chose the team concept as its primary form of volunteerism, hence the name "SecuriTeam." First, the volunteers do things together in groups rather than as individuals, making their initial involvement less risky while providing peer support. Second, projects are more inclined to be concentrated, short-term or even one-day efforts rather than requiring lengthy time commitments. And third, employees find team volunteerism is more fun. Security Pacific's reasons for having the team concept prove themselves a hundred times over each year.

Simultaneously, the bank also piloted an Employee Volunteer Referral Service. This program failed for several reasons. It required too much staff time and netted too few results (actual placements). Employees really did not want to commit themselves as volunteers on an ongoing basis because of their busy work, family and social schedules.

In a study of the first forty employees who used the referral service, none actually volunteered at an agency. The closest many came to volunteering was exploration of opportunities and agency needs. Ironically, while waiting to volunteer for agencies, most of the volunteers joined SecuriTeam, which satisfied their volunteer desires. The referral service is still offered, but the phone never rings.

STRICTLY VOLUNTARY

SecuriTeam is strictly voluntary. Members join by completing an application. Joining SecuriTeam in no way obligates members to participate. Membership simply means that the member receives all chapter volunteer announcements and can select the volunteer projects that are appealing. This "safe" element plays a key role in the program's success.

VOLUNTEER TIME

Members meet and volunteer on their own time, after work hours. SecuriTeam does not have a released time policy. The

hours of service are the volunteers' time, not the company's time: a measure of true volunteerism.

The fact that SecuriTeam does not include released time from the job made the program easier to sell initially to top management in the proposal phase and easier on an on-going basis to sell to the supervisors of the volunteers. Even without released time, SecuriTeam has made significant contributions to communities on weekends and evenings.

HIGHLY STRUCTURED

Because the program was designed to expand statewide, SecuriTeam had to be highly structured and well organized. The pilot phase lasted a little over a year, long enough to develop, test and modify bylaws and an administrative handbook which outlines chapter operations. All SecuriTeam chapters operate in exactly the same manner, a necessity from an operational point of view.

SecuriTeam is available to employees and retirees who either live or work in the geographical areas served by the nine chapters. Because of limited staff time for program coordination, the decision was made to include retirees as equal members in SecuriTeam rather than beginning a separate volunteer program for retirees as some corporations have done.

VOLUNTEER LEADERSHIP

SecuriTeam is organized around volunteer leadership. One of the major benefits of SecuriTeam to Security Pacific is the invaluable leadership and coordination experience the volunteers gain through their participation as chapter leaders. Chapters are led by executive committees consisting of five elected officers, chairpeople and assistant chairpeople of four standing committees, plus the past president. These executive committees propose, approve and coordinate or oversee all community service projects and social activities.

All events approved by the executive committees must also be approved by the SecuriTeam approval committee consisting of the Senior Vice President of Community Relations, the President and Chief Executive Officer of the Security Pacific Foundation, and the SecuriTeam Advisor (Vice President and Manager of the Community Affairs Division). Events must not be strictly religious, strictly political, in philosophical conflict with Security Pacific, or for some reason likely to fail.

Executive committees are coached by Corporate Volunteer Coordinators (CVCs) and the SecuriTeam Advisor from the Community Affairs staff. CVCs attend all executive committee meetings plus major chapter meetings such as general or annual meetings, and major projects and activities. There are three CVCs who each coordinate three chapters. Their jobs require much travel plus evening and weekend work.

Community Affairs funds all chapters, provides overall chapter management and operations procedures, maintains computer records, provides mailing labels for all members, provides clerical support, and orders, stores and ships chapter supplies such as t-shirts and recognition items.

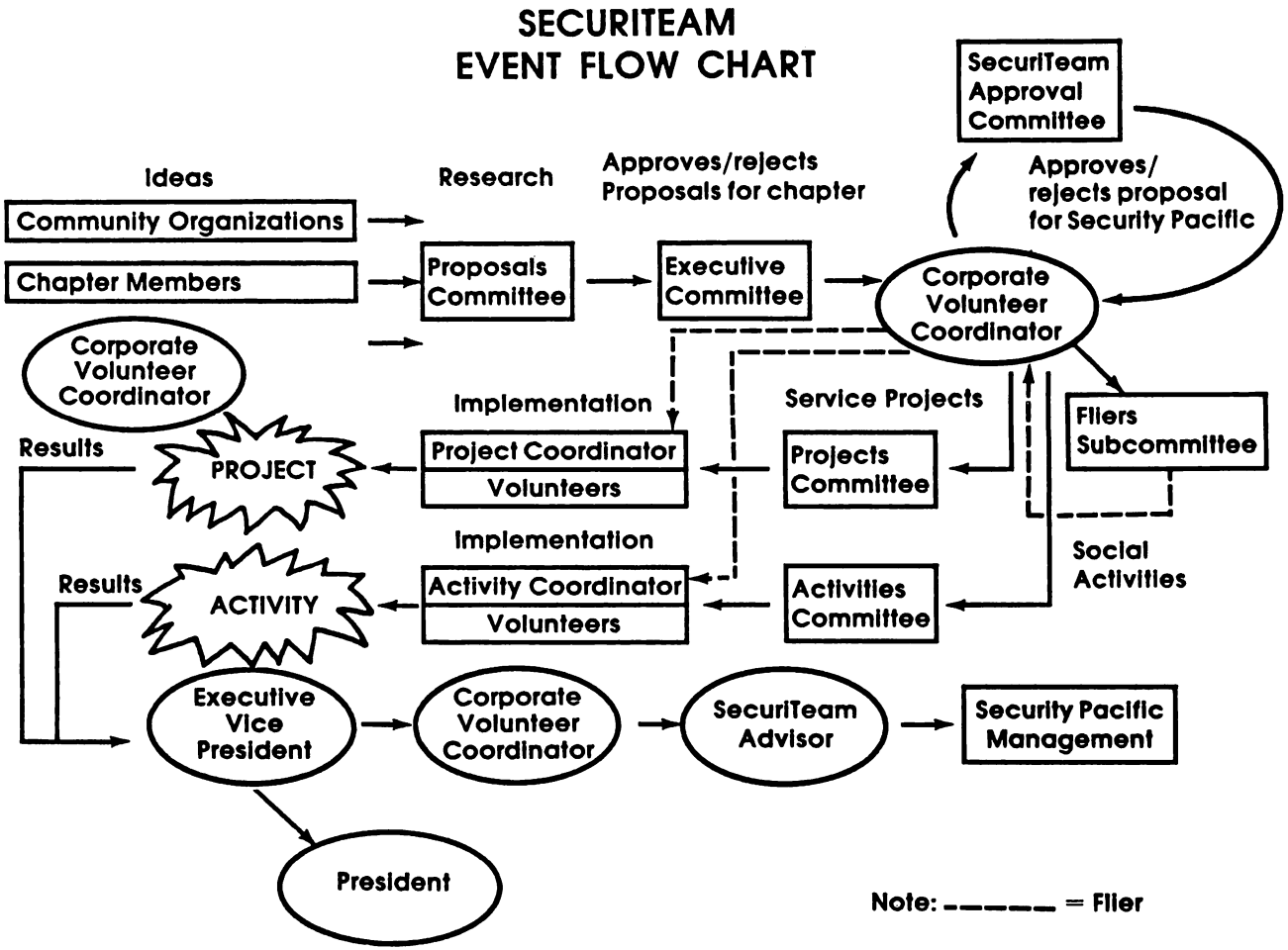
The flow of SecuriTeam events can be followed in the accompanying chart.

PROJECT PROPOSALS

In a highly structured, well-organized program such as SecuriTeam, community organizations have a clear-cut role in proposing projects which utilize volunteers. They must either complete an official proposal form or give project requirements to a SecuriTeam member.

Because SecuriTeam has quickly become institutionalized at Security Pacific, it is not necessary for an agency to sell the benefits of volunteerism to the company. The size and scope of the program demonstrate Security Pacific's support of volunteerism. All that must be sold are the volunteer needs of the specific project. In addition, the complexity of the formal SecuriTeam process requires at least a six week lead time from the proposal to the implementation of a project, a requirement difficult for some agencies to accommodate.

Unfortunately, there cannot be a SecuriTeam chapter in every Security Pacific service area due to limited resources. Chapters have been placed in vast geographical areas where the most potential members can be found.


SECURITEAM
EVENT FLOW CHART
SecuriTeam Approval Committee
Approves/ rejects proposal for Security Pacific
Ideas
Research
Approves/rejects Proposals for chapter
Community Organizations
Chapter Members
Proposals Committee
Executive Committee
Corporate Volunteer Coordinator
Corporate Volunteer Coordinator
Implementation
Service Projects
Fliers Subcommittee
Results
PROJECT
Project Coordinator
Volunteers
Projects Committee
Implementation
Social Activities
Results
ACTIVITY
Activity Coordinator
Volunteers
Activities Committee
Executive Vice President
Corporate Volunteer Coordinator
SecuriTeam Advisor
Security Pacific Management
President
Note: _____ = Flier

LIMITATIONS

SecuriTeam has several limitations:

1. Every community cannot have a SecuriTeam chapter.
2. The process intentionally is very structured and not very flexible; therefore, SecuriTeam is not the answer to every community need.
3. A long lead time (at least six weeks) for any chapter event is required.
4. SecuriTeam requires maximum full-time staff support.
5. Due to the built-in awards systems and travel of the CVCs, SecuriTeam chapters require a separate and approved budget.
6. SecuriTeam can only help community organizations on evenings or weekends, unless a weekday project can interest enough retiree members.

Although SecuriTeam is not a panacea, it has been extremely successful as demonstrated by the requests to start new chapters and the number of service projects completed and hours of service contributed.

TALENTBANK

SecuriTeam has been so successful that it spawned Security Pacific's newest volunteer program, the TalentBank. Also utilizing group action, the TalentBank's "teams" are various-sized "acts" of talented performing artists, ranging from soloists to the 40-person Security Pacific Chorus. Over sixty employee and retiree members in over a dozen acts meet, rehearse and perform on their own time. They include a dance company, a chamber ensemble, and a clown troupe.

The advisory committee phase occurred from June through September, 1985. Auditions began in September, 1985, and the program's first performance was the holiday showcase in December of the same year. The TalentBank's years are "seasons," from July to June. Within the program's first season (only six months), the acts performed 39 times for 27 community organizations and at eleven special Security Pacific functions including the shareholders' meeting. The TalentBank had a live audience of over 8,000 people and was seen on television on Christmas Eve.

The TalentBank proves that the time and effort taken to tailor a volunteer program to Security Pacific paid off. SecuriTeam was and continues to be an overwhelming success, and the newest program from the mold, the TalentBank, follows suit.

REFLECTIONS

So much has happened in corporate volunteerism at Security Pacific in such a short period of time that it has been difficult to take some time and reflect on the whole experience.

Surely SecuriTeam and the TalentBank are successful, but not without problems. Community Affairs staff members work long, hard hours, beyond a forty-hour week. The SecuriTeam has been in such high demand that, in order to respond to vehement requests, expansion into new chapters happened somewhat prematurely, occasionally causing frustrations to volunteer leaders due to continued program evaluation and modification. Growing from one to nine chapters so soon has drastically escalated budget costs. Fortunately, the costs will level off in 1986 with the addition of the final two chapters. Many chapters' executive committees have had to work through burnout due to their over-enthusiastic desire to fulfill each and every community request.

It is interesting to observe the unique character of each chapter and its executive committee. Also, it is interesting to see the high energy and level of commitment in the new chapters compared to more experienced chapters who must work at keeping the ball rolling and maintaining interest and enthusiasm.

RECOMMENDATIONS

A wealth of experience has been gained in four highly concentrated years. Perhaps some of the wisdom gleaned may help other corporations and community organizations.

For the corporations, endless benefits will result in the undertaking of a formalized volunteer program:

- Meeting community needs.
- Supplementing corporate contributions with volunteer assistance.
- Low financial output yielding high social return.
- Improving the company's credibility and influence.
- Providing information on community needs and organizations.
- Offering additional testing grounds for employees to develop skills and abilities.
- Increasing employee and retiree morale.
- Building a stronger bond of employee and retiree loyalty to the company.
- Demonstrating corporate concern about employees, retirees, and the community.
- Improving the corporate image.
- Increasing positive publicity.

But these programs need and require a commitment of adequate staff and budget to give them substance and enable them to make significant contributions to the community. Any amount of sincere, committed involvement, regardless of how small, is better than superficial support and token or loosely-formed programs. Employees as well as community organizations will see through insincere effort, resulting in negativity both internally and externally.

Corporate volunteerism appears to be a national movement, with several hundred corporations participating at various levels of commitment, but the vast potential of utilizing the wealth of corporate volunteers needs to be released a step at a time, in small chunks to be understood, sold, worked with, utilized, and not wasted.

For community organizations, finding corporations with extensive commitment to volunteerism will probably be difficult. More and more companies are becoming involved, but they need to be sold, helped, nurtured along the way. Community organizations should not expect companies to have programs. Their roles must be as salespeople, coaches, and consultants in addition to being end users of the volunteers. (See Gayle Jasso, "In Search of Volunteers: How to Crack a Major Corporation," *The Journal of Volunteer Administration*," Summer, 1983.) Some communities have "Corporate Volunteer Coordinators Councils," which help agencies recruit corporate volunteers, but such councils are often novices themselves. Expecting corporations to go full steam ahead as has Security Pacific is unrealistic. As a company representative once said in response to a slide show on Security Pacific's enormous community education programs: "You are expecting us to get the flu, when all we wanted was a little cold." Community organizations must not expect the flu, or they will be disappointed. Rather, they should hope for a little cold!

If a company decides to become involved in volunteerism, both company and agency must work together, hand in hand, as partners, each receiving benefits and meeting needs. Patience, understanding, plus a little compassion will go far in helping a company discover the many rewards of corporate volunteerism.

Legal Issues Survey Results

Jeffrey D. Kahn

This article analyzes the results of the Energize Associates Legal Issues Survey, and discusses some of the questions raised by the survey responses. The seven-question survey was completed by over three hundred people at the 1984 National Conference on Volunteerism in Asheville, NC. The preliminary survey results were published in the Winter 1984-85 issue of this JOURNAL, along with a copy of the survey and a request to readers to complete and return it; another one hundred people have therefore completed the survey since the Conference. The survey respondents represent volunteer programs from throughout the nation, and Energize Associates would like to thank all of them for their participation.

GOALS OF THE SURVEY

The Legal Issues Survey developed in response to the increasing frequency with which legal questions seem to be raised by volunteer administrators. Energize Associates wanted to know which legal issues were of greatest concern, what kinds of legal problems had *actually* been encountered, and the amount of overlap between these two areas. We wanted to get a sense of the degree to which legal issues influenced program planning, and of the resources available in dealing with legal issues.

The goal of the survey was *not* to come to statistically correct conclusions about which legal issues were perceived as most pressing or how often lawsuits occur. Though the sample was as diverse as the AVA membership, it was neither large enough nor controlled enough to produce definitive answers to questions about legal issues. Rather, the survey was intended as a beginning attempt to get information from some number of volunteer administrators, and to use the responses of these people to generate discussion and further investigation of legal issues.

While many volunteer administrators encounter numerous legal issues in their work (especially since so many of them perform other job functions in addition to running a volunteer program), the focus of the survey and this article is on those legal issues stemming from the presence of *volunteers*, and questions about how volunteers are viewed in the law.

SURVEY RESULTS

Four hundred fourteen (414) people responded to the survey. A complete tally of the responses for each question appears at the end of this article. At this point, however, some broad generalizations about the survey results might be helpful. Respondents indicated that legal issues play some substantial role in program planning (though a significant number felt that these issues play a less important role). When asked how adequate their knowledge of legal issues related to volunteerism is, most respondents indicated that their knowledge was inadequate to some degree. Most respondents, had, at some point, consulted with a lawyer or someone else about a volunteer-related legal issue. Fifty respondents indicated that their volunteer program had been involved in some sort of legal action or lawsuit. Another fifty respondents said that they were aware of lawsuits or legal actions involving another program.

A detailed report of these actual actions will occupy the remainder of this article. A number of the reported lawsuits did not involve legal issues related to the

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presence of volunteers, but dealt with other, unrelated legal questions (such as property disputes, questions of corporate structure, etc.), and those responses will not be discussed here. This article will focus on the legal issues related to the utilization of volunteers, in which the law may be unclear as to whether it matters if a person is salaried or a volunteer. Each general category of legal actions will be discussed individually; the *actual responses* (using respondents' words wherever possible) about lawsuits will be reprinted according to category, followed by some discussion of the legal questions raised by those lawsuits and actions.

One important caveat: the following discussion (or any other you read) should by no means replace consultation with your organization's lawyer. Your lawyer can advise you on the specific laws of your state and locality, and how those laws apply to your particular circumstances.

LIABILITY/INSURANCE

When asked what legal issue related to volunteers they would most like more information about, 68% (134) of those answering this question mentioned a liability or insurance issue. In addition, of respondents who had consulted a lawyer or someone else about a legal question, the majority had asked a question related to liability or insurance. Thus, liability and insurance questions are the foremost legal issues in the minds of the volunteer administrators who responded to the survey.

Liability issues also figured prominently among the actual legal actions experienced by respondents. The situations they encountered included: a suit by an intern over an injury, result not determined; negligence suit won by organization (no other details listed on survey); suit over an accident in a day care center, settled out of court by the liablity insurance company; individual injured at fundraising event, "papers were served," case turned over to insurance lawyers; falling in hospital, law suit resulted in financial reimbursement; student injured during off-campus apprenticeship, theater company held liable (not the school); car accidents and personal injury, not yet resolved; volunteer fell while on duty at blood center, negligence suit resulted in volunteer receiving hospital expenses and some damages; volunteer injured on the job (she fell), law suit brought but not settled yet; and a suit by a 40-hour-a-week volunteer who was injured and felt she was entitled to Workers Compensation.

While all of these situations involve questions of liability for an injury to someone, they can be divided into two categories. Most of them involved injury to a volunteer, and the volunteer's attempt to recover damages from the organization. Other cases, however, involved injury to someone not working for the organization at all, but whose injury may have been caused by a volunteer (this was the aspect most respondents had asked lawyers questions about). The relevant liability issues are different in the two types of situations.

ORGANIZATION'S LIABILITY FOR INJURY CAUSED BY A VOLUNTEER

The general basis for imposing liability is "negligence." If one party negligently acts and that act causes an injury to someone, the negligent actor may be liable for the injury. The precise meaning of negligence is not clear and may vary from state to state, but the basic idea is that negligence is a departure from the standard of care a reasonable person would exercise.

If a volunteer acts negligently and causes an injury (the requirement of cause is also very complex), then the volunteer may be personally liable for the damages resulting from the injury caused. As volunteer administrators who plan training for volunteers, you might consult with your organization's attorney about how your volunteers would be personally liable and then inform your volunteers of this possibility. At the same time, you might inform them about possible insurance options, and discuss how they can reduce the likelihood of such accidents occuring.

In many cases, however, the organization may *also* be liable for the injury caused by the volunteer's negligence. The organization's liability does not depend on its own negligence in supervising

the volunteer, and is imposed without regard to whether the organization could have prevented the accident. Its liability for the accident caused by the volunteer depends on the finding of certain characteristics in the relationship of the organization and the volunteer. If a court finds that the organization had the right to control the volunteer's actions, and that the volunteer was working on an assigned task at the time of the injury, then the organization may be liable for the damage resulting from the accident. In most cases of structured volunteer programs, a court is likely to find the necessary conditions satisfied.

This imposition of liability for the acts of volunteers is exactly the same as for salaried workers. It is well established that an employer is liable for the acts of its salaried employees if the necessary conditions are satisfied, and recently courts have been applying this scheme of liablity to cases where the worker is an unsalaried volunteer.

There are only about a dozen published court decisions in which an organization is held liable for acts of a volunteer. While an organization theoretically may be liable for any kind of injury caused by a volunteer, including emotional injury for example, all of the published cases involve serious physical injuries. Among the situations in the published court decisions are the following: a volunteer scuba instructor's negligent supervision led to the drowning of a student; a volunteer scoutmaster failed to properly supervise a child who fell out of a tree; an inner city child staying with a volunteer family in their country home drowned in the family's pool; and several cases of severe automobile accidents.

However, most legal cases do not result in published decisions, and so cases with any kind of injury could result in liability. In anticipation of this, your organization should check its insurance policy and should engage in a program of "risk management," to minimize the chances of accidents happening.

One way the volunteer administrator can help in risk management is by making sure all volunteers have written job descriptions. Job descriptions, if properly detailed, will help everyone in the organization who plans for and supervises volunteer involvement to think about what risk situations the volunteer might face, what skills the volunteer needs to perform the work safely (some of these skills might be a prerequisite to taking on the work, others might be taught by the organization), and what other steps the organization can take to help the volunteer work safely. In using job descriptions as risk management tools, there may be a tension between wanting to carefully anticipate and restrict what volunteers can do, and recognizing that volunteers are often valuable because they have the freedom and willingness to innovate. Each job description should thus reach an appropriate balance between these two goals.

ORGANIZATION'S LIABILITY FOR INJURY TO A VOLUNTEER

The allocation of liability in case of an injury *to* a volunteer involves issues similar to those raised when a volunteer causes an injury to a client. Again, whether the organization is liable depends on the circumstances of the accident and whether anyone acted negligently to cause the accident.

It is again important for you to know whether your organization's insurance covers instances where volunteers are injured, and what types of injuries are so covered. Note that some volunteers may have other sources of compensation available to them, such as personal insurance, which might obviate the need for them to proceed against the organization. You may, when bringing new volunteers on board, want to encourage them to check their insurance coverage. In some states, certain categories of volunteers may be covered by Workers Compensation plans, a subject on which an attorney can advise you.

HIRING AND FIRING VOLUNTEERS

A second broad cluster of legal issues raised in the survey fell into the category of questions about hiring and firing volunteers. A number of survey respondents mentioned this subject as one they had asked a question about or would like more information on.

Actual legal actions reported by re-

spondents that dealt with hiring and firing of volunteers included: a threatened court action over whether the agency has the right to fire volunteers, the result was that the agency did have the right to fire; E.E.O. (Equal Employment Opportunity) threatened court action, was dismissed; a class action E.E.O. suit; a Foster Grandparent was fired and appealed to ACTION, was eventually reinstated; a volunteer was abruptly terminated by the hospital in which RSVP had placed her, volunteer filed an internal grievance to the volunteer administrator, but the volunteer was not reinstated and "was never active as a volunteer again"; dispute over proper screening of volunteer (the volunteer was convicted of child molestation), the agency was cleared, it had done everything possible; volunteer filed personnel discrimination complaint, alleging discrimination in hiring when a paid position became available, but the complaint was ruled unfounded.

These cases present the problem of whether legal standards for hiring and firing salaried employees apply to the utilization of volunteers. Many volunteers now feel they have a substantial stake in their positions, and hope to translate skills and experience acquired while volunteering into positions in the salaried workforce. As a result of this place volunteering has in the lives of many volunteers, it seems the volunteers have an incentive to hold their organization to standards of fairness in hiring and firing.

Both federal and state laws regulate discriminatory policies and practices in hiring and firing. The law will need to develop solutions as to when volunteers should be considered "employees" for purposes of these laws. Federal laws prohibiting employment discrimination based on race, religion and sex are administered by the Equal Employment Opportunity Commission (EEOC). The EEOC has held that it can apply the statutory requirements in cases of discrimination claims by volunteer workers when those claims involve a "Title VII" employer (which excludes some nonprofit organizations) and where the volunteer work usually leads to salaried work. In such cases, discrimination in the hiring and firing of volunteers amounts to denial of an employment opportunity. Some states have applied similar reasoning in applying state employment law to cases involving volunteers. Volunteer programs connected with units of government may be subject to special rules regarding hiring and firing of employees, and these restrictions may extend to volunteers. The laws against discrimination in hiring and firing are very complex, and you should consult with a lawyer about your state's laws and the current federal law.

These laws may affect the types of questions you ask on volunteer applications and during initial interviews, and may impact on your practices for terminating volunteers. Volunteers can certainly be fired in most cases (just as salaried employees can usually be fired). However, it is probably a good idea to document, in your volunteer personnel files, the specific behavior of the volunteer which led to the termination.

OTHER ISSUES—CONTRACTS, LABOR LAW

Almost all of the reported lawsuits fell into one of the two categories discussed above, liability/insurance or hiring and firing. However, some survey respondents raised other questions which should be noted here.

Some volunteer administrators had questions about the use of employment contracts or other written agreements between the volunteer and the organization. Such an agreement may be useful to clarify mutual expectations between the volunteer and the organization. However, there is a basic legal principle that a valid contract in which the volunteer promises to provide certain services but the organization makes no promises in return could conceivably not be enforced by a court.

Respondents also raised questions about labor law and the extent to which it regulates volunteer participation. These questions cannot be answered here, but you may find the general nature of the questions of interest. Two broad problems emerge from these questions. The first involves the impact of volunteers on salaried workers and the extent to which volunteers threaten the jobs of salaried workers. Volunteers' roles and rights in the case of a union strike are

part of this concern.

The second broad problem raised by respondents involves the extent to which volunteers themselves are workers entitled to protection under various labor laws. For example, one respondent raised questions about an employee who wanted to work for his employer as a volunteer in his spare time, and whether he could later sue for overtime pay. This issue is within the scope of a federal statute, the Fair Labor Standards Act (FLSA), but this particular question has not been sufficiently tested. The FLSA applies to some government, nonprofit and business organizations, and requires that an employee receive overtime pay for any time worked in excess of 40 hours per week. It is unclear whether the statute would be interpreted to mean that this requirement of overtime pay applies even when the employee is volunteering in his or her spare time. To reduce the chances of liability you should be sure that any employee who volunteers does so out of free choice, that such an employee is subject to all of the application and registration requirements of other volunteers, and that the employee's volunteer work is different from his or her salaried work.

CONCLUSION

The Legal Issues Survey brings to light a number of legal questions you might consider in relation to the volunteer program you administer. As you discuss these issues with an attorney and/or your organization's other managers and board, keep in mind that volunteers do not present any more legal obstacles than do salaried employees. With both categories of workers your organization faces problems of liability and insurance, of using proper standards for hiring and firing, of establishing clear mutual expectations, and of ensuring smooth working relations. In the case of volunteers, the relevant legal doctrines are often less established.

As we continue to think about whether there are any legal reasons for treating volunteers and salaried employees differently in various contexts, and as the field of volunteerism develops in importance, these legal issues will be clarified and discussed further.

Appendix

DETAILED SUMMARY OF RESULTS
ENERGIZE ASSOCIATES LEGAL ISSUES SURVEY

The following is a detailed summary of the results of each question in the Survey. Note that some respondents did not answer some questions, and other respondents gave more than one answer to some questions. This accounts for the variations in total number of responses for each question.

1. To what extent do legal concerns enter into your volunteer program planning?

No Influence — Great Influence

1 2 3 4 5 6 7 8 9 10

Response Circled	*Frequency*
1	20
2	30
3	48
4	42
5	58
6	34
7	47
8	54
9	23
10	48
	404 total responses

2. How adequate do you feel your knowledge of legal issues in volunteerism is?

Inadequate — Sufficient

1 2 3 4 5 6 7 8 9 10

Response Circled	*Frequency*
1	54
2	46
3	64
4	39
5	66
6	36
7	39
8	30
9	12
10	15
	401 total responses

3. If you had a legal question relating to volunteers, to whom or where would you turn to get an answer?

Response	*Frequency*
Organization's lawyer	125
Other lawyer (family member, friend, etc.)	38
Lawyer on Board	41
Executive Director/Administrator	39
VOLUNTEER: NCCI	30
State Office on Volunteerism	30
City/County/Municipal Attorney	31
State Attorney/Attorney General	17
Community volunteer lawyer	16
National association (other than VOLUNTEER or AVA)	15

Insurance Agent	16
AVA	10
DOVIA	10
Another volunteer administrator	8
Don't know	1
	427 total responses

4. Have you ever consulted with a lawyer or anyone else about a legal question relating to volunteers?

Two hundred and sixty-five (265) respondents responded "yes" to this question. They identified the following subjects about which they raised legal questions:

Question Area	*Frequency*
Liability/Insurance	162
Hiring/Firing Volunteers	14
Volunteer/Salaried Staff Relations	9
By-laws, organization structure, etc.	9
Board member liability	6
Fundraising	5
Taxation	6
Contracts and Agreements	5
Confidentiality	4
Alternative sentencing	5
Miscellaneous/No response (question not related to volunteers)	40
	265 total responses

5. Has your volunteer program ever been involved in a legal action or lawsuit? This could include any of the following: actual trial; suit settled out of court; formal investigation; licensing authority hearing; administrative proceeding; threatened court action.

Fifty (50) respondents answered affirmatively to this question. Their responses are discussed in the above article.

6. Are you aware of any legal actions involving another volunteer program?

Again, forty-five (45) respondents answered "yes" to this question.

7. What legal issues or questions related to volunteers would you most like information about?

Responses fell into the following categories:

Response	*Frequency*
Liability/Insurance	136
Volunteer/Staff Relations	21
Hiring/firing volunteers	17
Contracts/Agreements	9
Board Member Liability	7
Confidentiality	10
	200 total responses

TRAINING DESIGN

Leadership Assessment

Barbara M. Nesbitt

THE JOURNAL OF VOLUNTEER ADMINISTRATION *intends to publish as many Training Designs as possible because so many of our readers are seeking practical tools they can use in supporting volunteers. As Training Design Editor, I am sharing a simple design here to demonstrate the type of material we are seeking.*

Title: LEADERSHIP ASSESSMENT

Goals:

I. To assist participants to evaluate standards applied in relationships with superiors and peers.

II. To establish direction for identifying positive traits of leadership.

Group Size: Any number of participants

Time Required: Approximately one hour

Materials:

I. Newsprint, felt-tipped markers, and masking tape.

II. Paper and a pencil for each participant.

Process:

1. Ask participants to think of a situation in a work and/or volunteer environment where they have been part of a group in which the leadership has been the most outstanding. Name three traits the leader possessed.
2. Second, ask participants to think of a situation in which the leadership has not been outstanding. Name three traits of this leader.
3. Ask participants to contribute the traits they have written under item 1. List these on newsprint. Then list the traits from item 2 on newsprint. These two lists are displayed on the wall so all participants can see them.
4. Participants form pairs with nearby persons, preferably someone they knew before or have become familiar with during the workshop. Each person talks about himself or herself, his or her position, and a description of his or her leadership style using words or phrases from the lists (positive and negative). (15 minutes)
5. Each participant receives feedback from his or her partner about how that person perceives the other would be as a leader. (5 minutes)
6. The facilitator leads a discussion of the experience. S/He may wish to solicit comments about frames of reference and why participants view certain traits of leadership as positive and/or negative. Also, the role of feedback and its effect on participants as they evaluate themselves and others.

Variations:

1. Depending on size of group, vary number of traits requested from each participant.
2. Process in groups of four instead of pairs.
3. Vary the subject matter—in traits of being a good colleague, boss, spouse, friend, etc.

This is not a long or difficult training design, but it works very well for many different situations. The following are the guidelines for submitting Training Designs to THE JOURNAL. *I look forward to seeing something from many of you!*

Barbara M. *Nesbitt* is an experienced trainer in human resource management and organizational development. Her company, Synergy, represents Wilson Learning Corporation to nonprofit organizations. She is a past national board member of the Association of Junior Leagues and has joined THE JOURNAL OF VOLUNTEER ADMINISTRATION's staff as Training Design Editor.

THE JOURNAL OF
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P.O. Box 4584 • Boulder CO 80306 • 303 497-0238

Guide to Publishing a Training Design

When submitting a training design for publication in *The Journal of Volunteer Administration*, please structure your material in the following way:

TITLE OR NAME OF ACTIVITY

GROUP TYPE AND SIZE: This should be variable so that as many groups as possible can use the design. Optimum group size can be emphasized or ways to adapt the design to various group sizes can be described.

LEARNING OBJECTIVES: One or more sentences specifying the objectives of the activity.

TIME REQUIRED: Approximate time frame.

MATERIALS: List all materials including props, handouts, flip charts, magic markers, and audio-visual equipment.

PHYSICAL SETTING: Room size, furniture arrangement, number of rooms, etc.

PROCESS: Describe *in detail* the progression of the activity, including sequencing of time periods. Use numbered steps or narrative, but clarify the role of the trainer at each step. Specify instructions to be given to trainees. Include a complete script of lecturettes plus details of the *processing* of the activity, evaluation, and application.

If there are handouts, include these as appendix items. Camera-ready handouts are appreciated.

VARIATIONS: If other ways of conducting the design are applicable, describe briefly.

Include a three or four line biographical statement at the end of the design and any bibliographical references showing other available resources.

Please send three (3) copies of all materials to: THE JOURNAL OF VOLUNTEER ADMINISTRATION, P.O. Box 4584, Boulder, CO 80306.

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GUIDELINES FOR SUBMITTING MANUSCRIPTS

I. CONTENT

A. THE JOURNAL OF VOLUNTEER ADMINISTRATION provides a forum for the exchange of ideas and the sharing of knowledge about volunteer administration. Articles may address practical concerns in the management of volunteer programs, philosophical issues in volunteerism, and significant applicable research.

B. Articles may focus on volunteering in *any* type of setting. In fact, THE JOURNAL encourages articles dealing with areas less-visible than the more traditional health, social services, and education settings. Also, manuscripts may cover both formal volunteering and informal volunteering (self-help, community organization, etc.). Models of volunteer programming may come from the voluntary sector, government-related agencies, or the business world.

C. Please note that this JOURNAL deals with *volunteerism*, not *voluntarism*. This is an important distinction. For clarification, here are some working definitions:

volunteerism: anything related to volunteers or volunteer programs, regardless of setting, funding base, etc. (so includes government-related volunteers)

voluntarism: refers to anything voluntary in our society, including religion; basically refers to *voluntary agencies* (with volunteer boards and private funding)—and voluntary agencies do *not* always utilize volunteers.

Our readership and focus is concerned with anything regarding *volunteers*. A general article about, for example, changes in Federal funding patterns may be of value to executives of *voluntary agencies*, but not to administrators of *volunteer programs* necessarily. If this distinction is still unclear, feel free to inquire further and we will attempt to categorize your manuscript subject for you.

D. THE JOURNAL is seeking articles with a "timeless" quality. Press releases or articles simply describing a new program are not sufficient. We want to go beyond "show and tell" to deal with substantive questions such as:

—why was the program initiated in the first place? what obstacles had to be overcome?

—what advice would the author give to others attempting a similar program?

—what might the author do differently if given a second chance?

—what might need adaptation if the program were duplicated elsewhere?

Articles must be conscious demonstrations of an issue or a principle.

II. PROCEDURE

A. The author must send three (3) copies of the manuscript to:

AVA
P.O. Box 4584
Boulder, CO 80306

B. Manuscripts may be submitted at any time during the year, but the following are the deadlines for consideration for publication in each issue:

for the *October* issue: manuscripts are due on the *15th of July*.

for the *January* issue: manuscripts are due on the *15th of October*.

for the *April* issue: manuscripts are due on the *15th of January*.

for the *July* issue: manuscripts are due on the *15th of April*.

C. With the three copies of the manuscript, authors must send the following:

1. a one-paragraph biography, highlighting the author's background in volunteerism;
2. a cover letter authorizing THE JOURNAL OF VOLUNTEER ADMINISTRATION to publish the submitted article, if found acceptable;
3. mailing address(es) and telephone number(s) for each author credited.

D. Articles will be reviewed by a panel of Reviewing Editors. The author's name will be removed prior to this review to assure full impartiality. The review process takes six weeks to three months.

1. Authors will be notified in advance of publication of acceptance of their articles. THE JOURNAL retains the right to edit all manuscripts for basic writing and consistency control. Any need for extensive editing will be discussed with the author in advance. Published ms. will not be returned.

2. Unpublished manuscripts will be returned to the authors with comments and criticism.

3. If a manuscript is returned with suggestions for revisions and the author subsequently rewrites the article, the second submission will be re-entered into the regular review process as a new article.

E. Authors of published articles will receive two complimentary copies of the issue of THE JOURNAL carrying their article.

F. Copyright for all published articles is retained by the Association for Volunteer Administration.

III. STYLE

A. Manuscripts should be *ten to thirty pages* in length, with some exceptions.

B. Manuscripts should be typed, double-spaced on 8½" x 11" paper.

C. Manuscripts should be submitted with a title page containing title and author and *which can be removed* for the "blind" review process. Author's name should not appear on the text pages, but the article title may be repeated (or a key word used) at the top of each text page.

D. Footnotes should appear at the end of the manuscripts, followed by references listed alphabetically (please append an accurate, complete bibliography in proper form).

E. Authors are advised to use non-sexist language. Pluralize or use he/she.

F. Contractions should not be used unless in a quotation.

G. First person articles are acceptable, especially if the content of the article draws heavily upon the experiences of the author. This is a matter of personal choice for each author, but the style should be consistent throughout the article.

H. Authors are encouraged to use interior headings to aid the reader in keeping up with a lengthy article. This means breaking up the text at logical intervals with introductory "titles." Refer to issues of THE JOURNAL for sample headings.

I. Illustrations (photographs, artwork) will only be used in rare instances in which the illustrations are integral to the content of the article. Generally such artwork will not be accepted.

J. Figures and charts should be submitted only when absolutely necessary to the text of the manuscript. Because of the difficulty we have in typesetting figures and charts, authors are requested to submit such pieces in *camera-ready* form. Figures and charts will generally be placed at the end of an article.

THE JOURNAL OF VOLUNTEER ADMINISTRATION welcomes your interest in our publication. We are ready and willing to work collaboratively with authors to produce the best possible article. Please feel free to submit outlines or first drafts to receive initial response from us. If your work is not accepted on the first try, we encourage you to rewrite your manuscript and resubmit.

Further questions may be directed either to our administrative offices in Boulder or to Susan Ellis, Editor-in-Chief (215-438-8342).

SPECIAL NOTE:

We are delighted to present our readers with this very first issue of THE JOURNAL to be fully typeset. We hope that this improvement in the look of the pages allows for easier reading and we intend to continue to strengthen the content of each issue to match the professionalism of our typeset format. Please note that typesetting fits more words onto each page than our previous method of word processing permitted, which for a while may reduce the total number of pages in each issue—without reducing the amount of material included.

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