voluntary action
leadership
SPRING 1979

Interviewing Volunteers

AS I SEE IT

The Distinctive Nature of Voluntary Organization Management

By David E. Mason, Ph.D.

Dr. Mason is a management consultant in New Orleans, La.

IN MY CHILDHOOD AND YOUTH, I AT ONE time or another wanted to be a cowboy like Tom Mix, a buccaneer like Errol Flynn, a geophysicist like my Dad, and a minister like my pastor. But never during that time did I aspire to become a voluntary enterprise manager as such. So, I neither consciously chose the role nor was I formally educated for its functions. Yet, that is exactly what I am—the manager of a voluntary nonprofit enterprise.

Like most of my counterparts, I began as a specialist of a profession. In graduate school I was formally educated in the traditions, ethics, expectations and functions of that profession—the ministry. After a formal induction, I began a career. Its pursuit ultimately led me to the helm of nonprofit organizations made up of other professionals. Hence, I was a voluntary enterprise manager. Association executives, college presidents, hospital administrators, bishops, heads of social service agencies, union leaders and bureaucrats—we all manage organizations which neither seek profits nor govern.

Ours is a proud tradition. Among our ranks have been Moses, Jesus, Columbus, Franklin, Washington, Schweitzer and Martin Luther King. There were nonprofit organizations before there were profit-seeking ones, and before there were governments. Sociologist David S. Adams of Ohio State University goes so far as to say that voluntary action, such as that which takes place within our type of organization, is an "authentic mode of behavior in itself." That is, it is an autonomous category of experience. Like work, play or love, one engages in voluntary action as an end in itself, and not simply as a means to some other end.

Though most of us find ourselves in a position which we could not have defined on the day we finished college, we now are daily dealing with its problems and opportunities. We arrived at the point where we now are by many different routes. It is likely that we have much more in common with our fellow managers than we do with those with whom we share our original profession. By whatever road we traveled, we likely acquired our management skills in that most honored of institutions, the College of Hard Knocks.

Our Role as Managers

Management itself, as a clearly defined field of study, is comparatively young. Acknowledgement that the management process is essentially the same, regardless of the nature of the organization or its goals, is a fairly recent development. Early this century, you would have had an argument on your hands in most business circles if you suggested that management skills were transferable from one business to another. Almost all written theory in the field of business management has developed since 1900. It is now clearly established in the world of commerce and industry that management is a distinct role, and young men and women increasingly are preparing themselves for general management.

Because good management in business can have a dramatic effect on profits, commerce and industry spend billions in understanding management principles and developing management systems. The literature is proliferating. Scholars are rapidly sorting fact from folklore as they define, reevaluate, probe, examine and develop an impressive body of knowledge.

In the last decade, there has been an increasing pressure from funding agencies, regulatory bodies, foundations, and corporate and individual contribution sources for objective evidence of organizational effectiveness. We are moving out of an era when money was given for promises, and into an era when effective management and objective evaluation is a precondition to funding. So voluntary enterprise managers are motivated to improve their management skills.

We have taken advantage of the literature, have attended management seminars, and have adapted some of the more popular management fads to which we have been exposed.

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Attention Subscribers!

The circulation function of this magazine has been transferred to Boulder, Colorado. If you need to change your address or if you have any questions regarding your subscription, write **Voluntary Action Leadership, Subscription Department, PO Box 4179, Boulder, CO 80306.** *VAL's* editorial office will remain in Washington, D.C.

COMMENT

THE **VOLUNTEER INTERVIEW** IS one of the most important facets of volunteer administration. It is essential, writes Mike Haines in our *Volunteer Interviewer's Notebook*, "since the success of your entire volunteer program depends . . . on finding the right person for the right position."

Haines' advice is excerpted from a workbook published by the Voluntary Action Resources Centre in Vancouver. As part of *VAL's* spring feature on volunteer interviewing, we pay tribute to the many excellent manuals for volunteer administrators produced by local volunteer groups. For years, these often mimeographed and stapled booklets were the only source of written information on volunteer administration.

So, instead of an original piece written expressly for *VAL*, we are proud to present interviewing tips from manuals produced by the Los Angeles Voluntary Action Center, the New York City Mayor's Voluntary Action Center and the Volunteer Bureau of Bergen County, N.J.

Maxine Merlin, director of the Fairfax County, Va., VAC, demonstrates the craft of interviewing on the cover. She is talking with VAC volunteer Howard Eissner, retired personnel director for the CIA.

Adding another twist to the topic of interviewing volunteers, the spring issue brings you *VAL's* first **volunteer leader interview** with Margery Stich. An NCVA board member and volunteer award winner, Stich's volunteer roots go back to the early '40s—25 years before NCVA was born.

Beyond the interview, a volunteer administrator has overall responsibility for volunteers—often in numbers of more than 50 or 100!—in an agency.

In "The Challenge of Delegation," Ralph Navarre builds a case for effective supervision by having some volunteers perform some of the administrator's responsibilities. "The reality that the volunteer coordinator does a job that is different from any other supervisor in most agencies," he writes, "means you . . . simply cannot do it all. You must delegate."

In this issue we welcome a **new department** and say goodbye to another. With the acquisition of a grant from the Law Enforcement Assistance Administration, NCVA now provides technical assistance to 70 community groups across the country. *VAL* will report project developments in a column called Neighborhood Networks.

Volunteers from the Workplace, another NCVA grant-related project, will culminate with a national conference in Washington, D.C. in April. In the last Volunteers from the Workplace column, Isolde Chapin outlines the results of the year-long study on worker volunteer programs.

CANDID COMMENTS

I'll admit I'm a Johnny-come-lately. I've never been politically outspoken. I'm a fortunate woman and, because I've been lucky in show business, will more than likely remain privileged whether ERA passes or not. However, there comes a time to "pay your dues." We lucky ones must put something back and speak out for those less fortunate.—*Carol Burnett, on working for the Equal Rights Amendment, in the December 1978 issue of* Working Woman

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The National Governors Association recognizes and commends the contributions made to the nation and its people through the volunteer actions of concerned and committed citizens. With a growing public insistence on effectiveness of government programs, the role of volunteers to assist in bridging the gap between government agencies and programs and the people they intend to serve becomes increasingly important. By promoting cooperation between the public sector and the voluntary sector, government can augment its own capabilities with citizens' energy and skills.

In this respect, the governors wish to note the valuable assistance provided by statewide offices of voluntary action and citizen participation, which currently operate in 21 states. —*Resolution on voluntary action and citizen participation adopted by the National Governors Association in August 1978.*

A USO volunteer helps arrange assistance for a military man who can't find housing for his family (left). At right, young college students bring cheer to a hospitalized American veteran through the USO VA Medical Center Shows program.

Volunteers: USO's People Power

By Wendy Frank

Imagine doing the same thing every weekend for 37 years. Some people might get restless in a situation such as this—the same thing, year in and year out. Now, imagine doing the same thing for 37 years for no other reason except that you want to.

Such is the case with thousands of USO (United Service Organizations) volunteers like Sophie Haag of Louisville, Ky. This very special lady has been keeping up a tradition all her own for nearly 40 years. Every weekend without fail, you'll find Sophie down at the Louisville bus station, with a friendly hello and some warm words of welcome to every young military person who stops at the USO there. Sophie's many years of greetings have resulted in her receiving the Bell Award from the Louisville Foundation, an award to honor "invisible humanitarians."

To members of the military stationed far from home, a USO volunteer's help and understanding can make a world of difference. It helps alleviate some of the feelings of loneliness and isolation that countless service persons experience in a strange city or country.

Volunteers are a most important aspect of USO's policy of making it their business to care about these people. Mike Menster, USO national executive, calls volunteers USO's "people power." He estimates that over 40,000 people around the world volunteer to help the USO and military personnel it serves.

"USO itself is a volunteer agency," Menster says. "Volunteers are the grassroots of our organization. They demonstrate to the young persons they deal with the civilian concern that the entire USO has for their welfare."

What do USO volunteers do? Everything from teaching classes in foreign cookery or karate, to leading sightseeing tours in cities like Washington, D.C., and Pusan, Korea, to planning and organizing festive holiday dinners and parties. In some centers, such as the airport lounge in San Francisco or Frankfurt, Germany, volunteers help staff information and referral desks. They welcome incoming GIs and their families and provide information about the city—where to stay, where to eat, and what to see. At Christmastime, volunteers at many centers wrap and mail Christmas packages that military personnel are sending to their friends and families back home.

USO volunteers often spend hours lending an ear to a lonely young sailor or soldier who just needs someone to talk to. In addition, they sometimes devote days to helping a young military family find a place to live or get medical care. Often, volunteers locate and contact community and church groups to provide food for needy families.

Each USO center worldwide is supervised by a USO Council. In the states, these councils consist of volunteers from both the civilian and military communities. Overseas, these people are usually American business men and women, military officials and local nationals. They're responsible for a whole gamut of things, from fundraising, to program planning, to making policy.

Wendy Frank was a student intern last fall in the USO's public information office in Washington, D.C.

Community groups get involved, too, like the Protestant Women of the Chapel in Keflavik, Iceland, which each month organizes a special dinner for the military personnel at the USO.

Even members of the military are USO volunteers. At Camp Schwab USO in Okinawa, one young Marine found a unique way to volunteer, and at the same time illustrate his artistic talents. A 20-foot mural on the lounge wall, featuring cartoon characters of his infantry battalion as well of the USO, is the creation of Cpl. Bill Olson.

Another major volunteer group is that of the USO show people—the groups who tour the world to bring good times to soldiers stationed far from home, and entertainment to veterans confined in stateside VA medical centers. These performers look upon their contributions to USO as a valuable personal and professional experience.

As President Carter said recently of USO, "For nearly four decades the USO has been a vital part of American service life, and thousands of its volunteers have braved the same dangers and shared the same hours of isolation in order to bring comfort and entertainment to members of our Armed Forces."

A USO volunteer provides travel assistance and local information and referral services for a military family in transit. More than 40,000 such volunteers work for the USO worldwide.

Volunteering as a Citizen Diplomat

By Susan G. Chilton

"I'll report you to your government for not doing your job!" The voice belonged to a French labor union member who was understandably vexed over a mixup in his dinner invitation for the previous evening. It could have been an MP from Argentina, a journalist from Iran, or a technician from Rwanda. The visitor might have missed a bus, overslept a first appointment, or been too tired to attend an interview. It could have been yesterday or last year instead of 1957. But my answer at any time, to any participant from any country, would always be the same: "I am not paid to work for my government—I am a volunteer."

This dialogue epitomizes the role of the volunteer in cultural exchange, and illustrates the volunteer's greatest value to the exchange effort—the ability to deal with foreign visitors totally free of government control—or government propaganda.

Today's Citizen Diplomat

A manifestation of [today's] volunteer on the international scene is the "citizen diplomat." And the first thing to be said about citizen diplomats is that they defy stereotyping. They can be defined as people who share an interest in and a concern for the United States' place in the world community.

They are scholars who conduct seminars on exotic cultures and laborers who conduct tours of sawmills; environmentalists who compare water-quality control procedures and homemakers who compare recipes; executives who share management techniques and job-hunters who share a menu in the corner coffee shop. They may be world travelers or just barely aware that the Congo is no longer colored yellow on the map, and indeed, isn't even called the Congo any longer. The variety is infinite. It is also the strength of cultural exchange.

Volunteers Provide Variety

Americans who work with exchangees must appreciate the deper-

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Susan Chilton is the chairman of the foreign visitors committee for the World Affairs Council of Oregon, in Portland, Ore. She also has served as a member of the board as well as the president of COSERV. Her article is excerpted, with permission, from the International Educational and Cultural Exchange, *a publication of the U.S. Advisory Committee on International Communication, Cultural and Educational Affairs, International Communication Agency, Washington, D.C.*

sonalizing effect of our very large country on a foreign visitor who tends to feel that he/she has gone up and down in the same airport, traveled the same freeway to the same hotel through the same suburbs. The most obvious antidote is to allow this visitor to meet different people of different ages, different colors, different cultures.

Giving the visitor "a full and fair picture of America" is a phrase that has been used about cultural exchange since its inception. It is a practical, reasonable, and realistic goal made possible by volunteers who create repeated opportunities for a visitor to talk with people, to test ideas and observations.

A Kenyan said at the end of his U.S. experience, "I now go back to Kenya with changed attitudes about the American people .... I expected every American to he wealthy ... but I discovered that most people struggled with life like anybody else."

"Volunteers" and "hosts" are not always those who invite visitors into their homes, provide a homestay for a traveling student, or otherwise insure that a grantee's spare time is not spent in the hotel lobby or standing on a street corner trying to figure out a strange bus system. They are also business people who are willing to share their full schedules with counterparts from abroad; special interest groups, such as those who trade with a particular part of the world and who plan small gatherings in order to share the time of a visitor; or technicians who assure that a qualified visitor gets both transportation to and interpretation of a dam site or power station, or a chance to experience other nonurban opportunities that are important from a professional standpoint.

People participate in cultural exchange for all kinds of reasons, and when interest lags they go on to something else. This may cast an unrealistically rosy glow on the program, but the residual benefits of having taken part are undeniable. No one in the program expects instant peace or total mutual understanding. But no one knows when or where one individual effort has sown a seed. A current headlinemaker told his escort after his trip through the United States that although he could never be a capitalist, he could never again condemn capitalism as he had before. How can that be measured? How can its value be denied?

Opportunities for participation are enormously varied. Sister City relationships take place in all parts of the world, as do Partners of the Americas programs thoughout Latin America. Student programs run the age gamut. It is difficult to think of many nationalities, ages, circumstances that have not been included in exchange programs at one time or another. Although program officers occasionally recoil from any suggested increase, many communities would welcome even more visitors.

Volunteers also find their own opportunities to meet foreign visitors. The news of an Indian freighter sinking in the Pacific in January might have gone unnoticed on the shipping page of U.S. papers but for two families who had independently befriended members of the crew during the Christmas holiday in Portland, Oregon, the last port of call before the accident.

COSERV Responsibilities

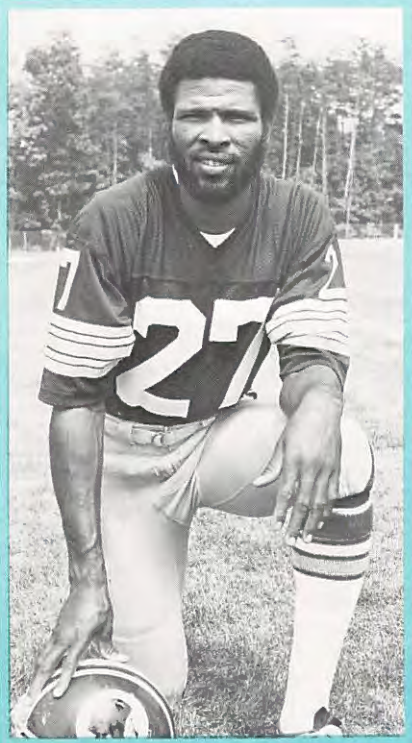
COSERV [National Council for Community Services to International Visitors], one of the national programs involved in cultural exchanges, was conceived in 1958, organized in 1961, and incorporated in 1965 to coordinate services at the community level with the national "sending" agencies who program international visitors in the United States on short-term exchange and training programs. These foreign visitors include leaders or potential leaders and other professionals who are brought to the United States for consultation and training in their specific areas of interest. COSERV is comprised of nearly 100 community organizations and 35 sending agencies which assume local responsiblity for these visitors as they travel in the United States.

COSERV does not hring foreign visitors to the United States or send them on a grand tour of our country. COSERV, as well, does not control its sprawling membership except for establishing some very basic standards. But, with a small and able staff in Washington and a board of directors, it

does conduct national and regional conferences and workshops; provide publications, including a current compendium of community resources for the use of program officers; consult with its various members on problems of procedure and organization; and act as a liaison between "sending" agencies and local organizations.

Sending agencies vary in size, sponsorship and specialization. Some work on contract to ICA and program visitors in many professions; some do specific programming, as does the Japan Productivity Center, which works primarily with the middle-management community. A few select their own grantees in the field; more receive theirs through a selection system in each country—a process which involves both nationals and U.S. Embassy personnel.

Armed with advance information and added data gleaned during personal interviews, program officers and their administrative assistants determine the vistor's "master plan" or itinerary. After consultation by phone and mail, local programmers outline a visit which ideally balances the most appropriate local resources of a professional nature with tours of the city and its environs, occasional home-stays, and an opportunity for the visitor to socialize with Americans who share the same interests, circumstances, and, frequently, language.



Ken Houston, Washington Redskins safety, is the recipient of the 1978 Bart Starr Meritorious Service Award for his work with mentally retarded citizens and numerous charitable causes. He was honored in February at the 11th Annual Wisconsin Pro Football Awards Dinner.

At the local level, it can best be determined which resources are most appropriate, which have been overused, which are available. We've all had requests from abroad—and even from Washington—for appointments with firms that are out of business or with people who are no longer there. Even a little of that can tarnish the image of all exchanges very quickly!

Profile of Local Groups

Who/what are these local groups? Some are large offices which assist thousands of visitors a year. Some are small assemblages with a phone and a kitchen table over which may pass papers on 10 foreign visitors in as many months. A group must meet qualifications drawn up by the National Council in order to belong to COSERV. There are no memberships for individuals. Member organizations may be World Affairs Councils, Kiwanis Clubs, universities, Chambers of Commerce, or councils which exist only to take care of foreign visitors.

To be quite accurate, some do employ at least a skeleton staff. It is not fair to them to refer to COSERV as a totally volunteer organization. But professionals work closely and interdependently with their volunteers. They work with and for the aforementioned visitors who are government sponsored. Some are also able to welcome AID trainees, foreign students, traveling teachers, and an assortment of self-starters through Americans-at-Home kind of programs. Only after answering a community phone number for a while can one believe the variety of questions asked and services offered.

What of the future? The establishment of the International Communication Agency is so recent that it is difficult to forecast what will happen in the whole field of cultural exchange. But President Carter's statement of purpose to Congress includes a requirement "... to broaden our informational, educational and cultural intercourse with the world, since this is the major means by which our government can inform others about our country, and inform ourselves about the rest of the world." His use of "others" and "ourselves" implies individuals rather than institutions. The assumption must then be that cultural exchange between individuals will continue to rely on the involvement of volunteers.

NCVA Involves 'Hard-to-Involve' In Humanities

By Feroza Allee

Humanities institutions and programs in six states east of the Mississippi are experiencing a unique reformation. A new kind of volunteering is underway with a project entitled "Volunteers in the Public Humanities." This NCVA-sponsored program is demonstrating how persons considered "hard-to-involve" can he recruited and utilized as volunteers in public humanities institutions and programs. Target groups range from unskilled high school students to adult professionals and retirees, from young married couples to minorities.

Funded by a grant from the National Endowment for the Humanities, the project went into effect last fall. Voluntary Action Centers in Akron, Ohio, Mobile, Ala., Louisville, Ky., Providence, R.I., New York, N.Y., and Washington, D.C., are cooperating with NCVA and community humanities institutions to design and implement programs encouraging wider citizen participation. Acting as consultants to the local institutions, the VACs advise on volunteer recruitment, orientation, relations with staff, program design and assignments.

The 24 organizations chosen for the project represent the range of public humanities, such as the City Museum of Mobile, the Rhode Island Historical

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Feroza Allee is secretary for NCVA's Volunteers from the Workplace project.

Society, Stage One and the Locust Grove Historical Home in Louisville, the Akron-Summit County Public Library, the Jacques Marchais Center of Tibetan Art on Staten Island, and the Museum of African Art in Washington, D.C.

Participants met for two days in March in Washington, D.C., to share information, identify major accomplishments and obstacles and to discuss the future image of the project. "A new awareness of cooperation has swept the community," one participant commented. Others recognized the need for satisfying volunteers through selective placement. Some said they are learning to be honest and open with volunteers. They can say no to potential volunteers who may not suit the needs of their institution, referring them to a more appropriate organization. Publicity through TV and radio spots and articles in local newspapers and magazines has helped to promote their projects and tap every possible resource. The local media in Mobile has been especially generous in its efforts.

"Volunteerism is a profession," stated Joan Simon of the Mayor's VAC in New York City. A two-hour discussion on this theme emphasized the need to recruit, train and evaluate volunteers. They must he recruited with the same degree of respect as paid employees and made aware of their responsibilities, one participant noted. Another had discovered that treatment of volunteers as professionals helps make them more dependable. In one institution volunteers have quarterly meetings and are mentioned in the annual report.

Each institution's number of volunteers has increased sharply since the beginning of the project. Janet Bralove of the Children's Museum in Pawtucket, R.I., reported an increase from 50 to 130 volunteers. The quality of volunteers seems to be soaring along with the quantity. Skilled volunteers, such as carpenters and masons, are not uncommon, she says.

Many institutions have experienced an administrative overhaul of their volunteer programs, a redefinition of needs, development of job descriptions and placement criteria. "Restructuring of our entire voluuteer program has developed a better educational/orientation program for new volunteers," said Frank Sellitto of the Brooklyn Children's Museum. "Our current volunteer program is geared toward interns."

"A volunteer program cannot be run effectively without a fulltime volunteer coordinator," added Rowena Stewart, director of the Rhode Island Black Heritage Society. The group felt the establishment of a network of volunteer coordinators is essential for improving placement and retention of volunteers.

Involving volunteers in the public humanities is not without its obstacles. Participants related that lack of recognition by directors and boards of governors of the need for a volunteer coordinator has resulted in nonsupported programs and dissatisfied volunteers. Also, administrations fail to take into consideration the importance of an organizational structure for a successful volunteer program. In many of these institutions there is an overall lack of time for paid staff to supervise adequately a volunteer program.

Knowledge of successful programs in the public humanities that utilize "hard-to-involve" volunteers will be shared. The partners in this endeavor will use every available community and national publication to inform and educate. NCVA will produce a final report to guide those wishing to replicate the program in their communities.

For further information, contact Dale Chastain, Volunteers in the Public Humanities, NCVA, 1214 16th St., NW, Washington, DC 20036.

AVAS Has Moved

The Association of Voluntary Action Scholars has relocated from Boulder, Colo., to the heart of Pennsylvania.

Its new address is AVAS, Henderson Human Development Bldg., S-211, Penn State University, University Park, PA 16802. Dr. John McLoughlin, executive director, can be reached by mail or phone—(814) 863-0731.

AVAS is an interdisciplinary association of scholars and professionals interested in or engaged in research, scholarship, or programs related to the many forms of voluntary action.

UNICEF Photo by Ruby Mera

'A Gift of Song'—Music for UNICEF concert, UN General Assembly, January 9, 1979

Music for UNICEF Highlights IYC

By official decree of the United Nations, 1979 is International Year of the Child (IYC), a time for millions of people in over 150 nations to dedicate themselves to children. Although IYC is a global commitment to the needs of children in both affluent and developing nations, the primary motivation for the mandate stems from the fact that millions of children suffer needlessly and lack the basic necessities of life, such as adquate food and water, health care and education.

As the UN's standard-bearer for children since 1946, UNICEF, the United Nations Children's Fund, always has been committed to the health care, nutritional, and educational needs of the world's most vulnerable children. Today, when there are 350 million children in less developed countries beyond the reach of basic services and more than 90 percent without immunizations to fight childhood disease, UNICEF's work is more vital and necessary than ever. Promoting awareness of the plight of these children and increasing financial support for children's services in the developing world is a major effort during IYC.

Born out of concern for the deplorable hardships these children must endure, IYC in turn has given birth to "Music for UNICEF," a unique program which will serve as a continuous source of income for the Children's Fund. Officially inaugurated at the January 10 NBC-TV special, "A Gift of Song—The Music for UNICEF Concert," the program began when founder-composers ABBA, the Bee Gees, Rita Coolidge, John Denver, Earth Wind and Fire, Andy Gibb, Kris Kristofferson, Olivia Newton-John, Rod Stewart and Donna Summer each performed a song and simultaneously donated its rights in perpetuity to UNICEF. Other popular recording stars are joining Music for UNICEF, and their names will be announced soon.

Music is universal, and, like IYC activities, the heart of Music for UNICEF is found in grassroots support. Already in the U.S., there are hundreds of youth clubs, church and temple groups, school and college student councils, and music fan clubs who have signified their intention of becoming part of Music for UNICEF. Guided by the U.S. Committee for UNICEF, they are organizing dances, disco parties, concerts and other musical events all for the benefit of UNICEF's children.

With funds raised through these musical activities and other UNICEF group programs, such as Halloween collections and greeting card sales, UNICEF will bring health care, nutrition, education and other services to millions of needy children in over 100 developing nations in Africa, Asia and Latin America.

A Music for UNICEF kit containing suggestions for organizing and promot-

ing events, publicity materials and a four-color caricature poster of all the founder-composers is available for $1 from Music for UNICEF, the U.S. Committee for UNICEF, 331 East 38 St., New York, NY 10016. Information on UNICEF's projects for children and materials on IYC activities and other group programs are also available from the U.S. Committee.

"I Can" Helps Volunteers Plan Careers

By Donna M. Hill

Events are moving according to schedule for "I Can," a project sponsored by the American Red Cross. An interagency collaborative effort for volunteer development, "I Can" seeks to develop a career/educational training program and counseling model that can be adopted by voluntary agency advisors.

The Red Cross received a grant for the project from the Fund for the Improvement of Postsecondary Education of the U.S. Department of Health, Education and Welfare. "I Can" will be delivered through a national training program in which a group of "core trainers" is prepared to train agency advisors in selected local voluntary organization units in 11 pilot cities: Atlanta, Austin, Durham, Hartford, Los Angeles, Minneapolis, New Orleans, New York City, Saginaw, St. Louis, and Toledo.

Two centralized conferences already have been held. In October last year, nine representatives of the interagency planning group of voluntary organizations met in Washington, D.C., to plan the design and implementation of the "I Can" project. Organizations attending were American Red Cross, Association of Junior Leagues, Association for the Administration of Volunteer Services, Boy Scouts of America, Girl Scouts of America, National Center for Voluntary Action, National Council of Jewish Women, YMCA and YWCA. Local units of these organizations will serve as "host agencies" in the pilot cities. In November, 22 core trainers were prepared at a conference in Warrenton, Va., for training of agency advisors.

The next step involves training of local agency personnel, who then will work with interested volunteers—using the career/educational planning resources—in assessing and applying their volunteer experience to life, career and educational planning. A key counseling resource used in the program is the "I Can" guide, a collection of functional job descriptions of positions commonly held by volunteers.

The local planning groups set the criteria for implementing programs, for selecting advisors from agencies to be trained, and for working with volunteers.

"The project offers some new approaches to adult volunteers that will facilitate and enrich volunteering within agencies and communities," says Elizabeth Olson, director of Personnel Training and Development at the American Red Cross, "and that will enhance and support the meaning of volunteering in individual lives and in society as a whole."

"I Can" guides can be purchased from RAMCO Associates, 228 East 45th St., New York, NY 10017. Copies are $4.75 apiece with quantity discounts available.

For additional information about "I Can", write to Elizabeth Olson, "I Can" Project, c/o American Red Cross, Office of Personnel Training and Development, Room 510, 18th and E Streets, NW, Washington, DC 20006.

Donna Hill is a free-lance writer in Washington, D.C. She recently completed her work as a writer/information analyst for NCVA's Volunteers from the Workplace project.

Women's Work is Always Done (With Help of Volunteers)

By Peter Slavin

The life expectancy of a new magazine is measured in months, not years. But *Women's Work*, a bimonthly devoted to helping women find jobs and advance in their careers, is now entering its fifth year of publication, thanks in no small part to what volunteers have done for it.

Women—and a few men—have been offering their help to Fran Palmieri ever since she was hired in 1974 by Wider Opportunities for Women (WOW) in Washington, D.C., to publish *Women's Work* on a shoestring budget. Volunteers have continued to crop up over the years as *Women's Work* became an independent publication under Palmieri and copublisher Sharon Congdon and its circulation rose to 10,000.

The key to *Women's Work's* survival may be the fact that, in its words, "It's the first ... and still the only magazine devoted to practical employment advice and information for women." The service the magazine provides women helps explain not only why it has attracted and kept subscribers but also why many volunteers have knocked on its door. In turn, volunteers—including staff interns, contributing editors, photographers and graphics artists—have helped make *Women's Work* that rarest of things in magazine publishing: a success. They have enabled the publication to get by on a slim budget, which amounts to only $100,000 a year.

Palmieri says she can count on 15 to 25 volunteers—what she calls her "outreach staff"—for assistance with the magazine. Indeed, she has to turn people away who are willing to write for the magazine, even though it cannot afford to pay them. "I have writers coming out of my ears," she laughs.

The use of volunteers has been a two-way street, with volunteers fleshing out *Women's Work's* staff while they use the publication as a vehicle to get training and job experience, to display their talents, and to gain credentials. For many women, the magazine has been a steppingstone to other things.

Women's Work normally takes on two or three interns for six months apiece. The days when it had to adver-

Peter Slavin is a free-lance writer in Washington, D. C.

tise for interns are gone; now women "call us," says Palmieri. Unlike other volunteers, interns have little or no previous editorial experience. They work for the magazine part-time, giving it whatever hours they can. They work out of their homes or at Palmieri's house in a Washington suburb, which serves as the magazine's main office. Interns help out with such editorial chores as reporting, writing, editing, layout and pasteup, the emphasis varying with the career interests of the individual. They also learn about business operations.

Most of the more than one-dozen alumnae of internship training have gone on to paying editorial jobs or free-lance work. However, almost all have continued to do some work for the magazine, and some are still contributors today, a loyalty which Palmieri points to with pleasure.

Like the magazine's readers, staff volunteers have ranged from recent college graduates to career changers and women reentering the work force. Palmieri can rattle off the names of one volunteer after another whose careers have profited by their association with *Women's Work:*

- Louisa Hull, who studied art in college, learned design and graphics on *Women's Work*, and now supports her first love, painting, by doing free-lance graphics and art work.
- Jacqueline Zanca left a dead-end job in publications, joined *Women's Work* and within 10 days had shown so much talent she was made assistant editor. She is now a free-lance writer as well and has contributed to *Better Homes and Gardens.*
- Elizabeth Breed Clark was a photographer for *The Washington Star* in the 1960s, then went home for a decade to raise a family. As a first step toward breaking back into the photography field, she is taking pictures for *Women's Work.* She is adding to her repertoire and thus her attractiveness to future employers by writing some of the stories that accompany her photographs.
- Sharon Congdon, a direct mail marketing consultant, came to *Women's Work* partly to acquire some editorial experience. She did some writing for the magazine, but Palmieri so valued her business talents that she invited her to become copublisher. Congdon now edits an association magazine as well.
- Kathleen Gibbons, an English teacher whose school closed, decided she wanted to go into journalism, joined *Women's Work* as an intern and then became assistant editor. She since has taken a job at the National Geographic Society researching and editing film scripts.

Looking back, Gibbons suggests that *Women's Work* provided a kind of training a journalism school could not. "It was not just an exercise," she notes. "You knew what you were doing was going to end up in print. It was very exciting, very motivating." The first interview Gibbons ever did was at the Pentagon with a woman general. "I figured if I could get through that I could get through anything," she said.

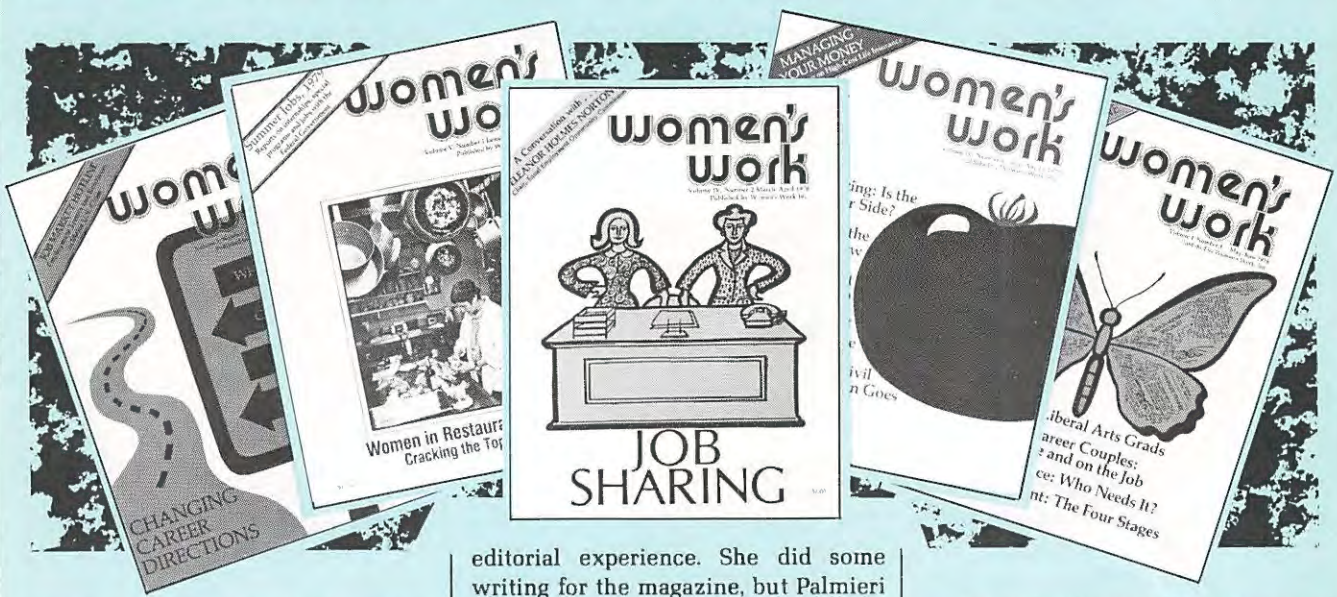
Swamped by candidates for internships they'd like to oblige, Palmieri and Congdon are looking for a grant to enlarge the intern program. They would like to work with eight interns at a time, combining on-the-job training with classroom sessions. In particular, Palmieri wants to train women in the business side of *Women's Work.*

"That's where the opportunities lie ... in the magazine field," she says. "A good advertising manager can practically write her own ticket." Other choice areas she cites where women are few and far between are fundraising and circulation.

Actually, more volunteers are connected with *Women's Work* than meet the eye. Its nine-member board of directors and ten-member advisory board (both of which include three men) are unpaid. Both groups, says Palmieri, promote the magazine whenever they can; for example, when board members go out of town to make a speech, they take copies of *Women's Work* along.

Members of the advisory board include George Weidemann, former circulation director of *Time* and CBS publications; Betty Southard Murphy, former head of the National Labor Relations Board; and Elizabeth Koontz, chairwoman of the Commission on Working Women.

How did Palmieri get such people? "I met them along the way," she says disarmingly. "They got interested [in the magazine] and volunteered their help."



Volunteers Promote Nutrition Programs in NW

By Lois Martin

Recognizing the importance of good nutrition in our daily lives, two individuals, Emery Stoy of Hoquiam, Washington, and Thelma Thompson, of Medford, Oregon, felt so strongly about the subject that they have organized groups to study, publicize and promote good nutrition in their respective communities.

Stoy, who started studying nutrition before 1920, says he realized four or five years ago that other people were becoming interested in the subject. He thought it would be a good idea to bring those people together. In his home office he printed and then distributed a flyer proposing a "health through nutrition" club.

The response was so favorable that he called a meeting which attracted 125 people. From this gathering the Nutrition Awareness Group was started, dedicated to "the recognition of nutrition as a vital part of preventive medicine and complete health care." The group now holds monthly meetings to study and exchange nutritional information and to hear well-informed guest speakers.

Stoy is now the secretary of the Nutrition Awareness Group as well as the editor of its newsletter. He keeps members informed of which varieties of vegetables do well in their county, reports on the radioactive effluents with which nuclear power plants are affecting food, and includes many other items of nutritonal interest that he learns from extensive reading. "I read everything," he says, "that is my main hobby."

As an advocate of home gardening as an important aspect of good nutrition, Stoy has gardened organically a large plot on his own land for the past few years. He also has procured garden space for a few friends who did not have a place to garden. In 1977 he decided that "share-gardening" would be a good project for the nutrition club to sponsor. "There were so many people around," he said, "who had big yards and who had raised gardens in the past, but couldn't anymore. And then there were a lot of people who didn't have the space to garden. I thought—why not bring the two together for their mutual benefit?

"The way the plan operates is like this: Anyone wanting a place to garden can call me. Also, anyone who has space that would be suitable and is willing to let someone use it can call me. I look the space over to see if it's suitable and if so I try to match these people together. I leave it to the two parties to make a suitable agreement as to the sharing of the produce. Some pay a small fee and some share fifty-fifty. It's up to them.

Photo by Woody Hunter

Thelma Thompson

"I found out, however, that there was more to it than that. I have to help many prepare their ground, plant, cultivate and care for it. Sometimes the landowner is well informed about gardening, but can't do the work, so the gardener can learn from him. Many of the elderly are in this category. They benefit, of course, by getting fresh vegetables that they could not afford to buy."

Toward the other end of the age spectrum, a concern for better nutrition for children motivated Thelma Thompson to organize a group in Medford called Parents for Better Nutrition.

Alarmed by the damage done to children's health from refined sugar, junk foods, food additivies and school vending machines, the group seeks to stimulate better nutrition in the home and in schools. They publish a monthly newsletter and hold workshops and study groups, as well as maintain a lending library of books, films and tapes. They also have brought 12 nationally known speakers into town to lecture on nutrition.

Parents for Better Nutrition incorporated on May 13, 1977, and opened an office the following August. "We opened on faith and a shoe string," Thompson said, "and that's the way we've been operating ever since." She spends an hour every weekday morning getting donations to get the rent paid. "Although we have never launched a drive," she said, "the organization now has approximately 200 members and has aroused the community's interest in better nutrition."

The group's target is the parent rather than the child. "Parents are bombarded with advertising and children are the victims," Thompson says. "We believe that if parents teach sound nutritional principles to their children, the school should be an extension of the home."

In many cases the schools are not cooperating, according to Thompson. "We are really pushing now in our district to get the schools' cooperation. The schools have no business in providing a place for vending machines to dispense soft drinks, but they do have a responsibility to give the children the best food they can.

"It's the parents and the school administrators who don't want to change," she said. "It's not the children. The administration, teachers, students and parents all have to work together to get the job done."

For further information about the Nutrition Awareness Group, contact Emery Stoy, 113 Firman Avenue, Hoquiam, WA 98550. For information about Parents for Better Nutrition, write Thelma Thompson, Director, 22 N. Central, Room 200, Medford, OR 97501.

Lois Martin is a free-lance writer in Washington, D. C.

The Art of Helping

The Hospital Volunteer

By Ruth M. Rubin

The following story is one of the news section's regular columns written by volunteers who describe the joys, sorrows, problems and satisfactions derived from their volunteer assignments. VAL invites you to share such experiences with other readers. If one of your volunteers has written such an account, please send it to the editor.

What is a hospital volunteer? To me, it's someone who is willing to do whatever hospital job is necessary at the moment. In my year-and-a-half as a volunteer at Pennsylvania Hospital, I have been a Tel-Med switchboard operator and an office manager in the Patient and Community Health Education Department. I am now girl friday to the director of volunteer services.

Last year I was asked to act on an idea resulting from a critique made at the conclusion of the 1977 Pennsylvania Association of Directors of Volunteer Services (PADVS) meeting. A request had been made for a display of books on volunteerism for the group's 1978 meeting in Bala Cynwyd, Pennsylvania. My task was to acquire as many books as I could on this particular subject.

I was discouraged by many people in the library field when I asked where I might obtain complimentary copies of literature for the project. Undismayed, I began searching library card files for anything that had been published on volunteerism during the last five years. I found over 100 titles in different reference books and files and sent letters to the appropriate publishing houses requesting complimentary copies.

I then decided to send letters to 90 publishers asking if they would be willing to contribute anything they had published recently on volunteerism. Fearful that my request for books on this subject might not get much response, I also asked for books relating to the various talks scheduled for the 1978 conference. I then wrote to approximately 60 agencies which I knew utilized volunteers in innovative and interesting ways. I asked if they had published anything they would like included in my display.

Where did I find the names of all these agencies and publishing houses? I could never recount the many magazines, journals, articles, brochures and bibliographies I read. I was on a tight time schedule; I learned of this project on July 24 and the HAP conference was only three months away!

Books began arriving at a startling rate. Highlights of my day were the two mail deliveries made to my office. With each I received books or letters of encouragement from authors, organizational chairpeople, presidents of companies.

I mailed personal thank-you notes to anyone who contributed anything at all—pamphlet, statement, catalogue or book.

At the onset of the project I did not know a "Schindler" from a "Naylor" or even what "NICOV" (National Information Center on Volunteerism) was. As I researched I quickly discovered who the "greats" were in the flourishing world of voluntary pursuits.

The culmination of my efforts was a reading list of 170 books, 95 of which were available for examination at our display. The reading list included the title, author and publisher of each book.

The day of the meeting finally arrived. I assembled two display tables of books and another overflowing with gifts of free literature. I felt a tremendous sense of satisfaction because my display was significantly different from those of previous years.

My supervisor and friend, Margaret O'Rourke, director of volunteer services at Pennsylvania Hospital, is really responsible for the success of this project. She had faith that I could accomplish this task. Her quiet, yet resolute, guidance helped me collect a display that PADVS Program Chairman and Director of Volunteer Services at Philadelphia's Lankenau Hospital Elizabeth Coleman described as "an excellent display, both in quality and quantity, such as has never been shown before at a volunteer association meeting."

Addendum

I just served one month on city jury duty. It was an exciting and informative experience, and I believe I created precedents for other volunteers to follow.

For example, I requested my time card for the hours I spent on jury duty. I stood in line with the salaried employees and heard them reel off the names of such employers as Bell Telephone, Smith, Kline and French, TastyBaking, etc. When it was my turn I said, "I work at Pennsylvania Hospital and I am a volunteer." The other people wanted their time cards for monetary reimbursement; mine would be for credit of hours served. The court clerk listened to my story and decided I had a legitimate claim. When I returned to work as a hospital volunteer, Director of Volunteers Margaret O'Rourke accepted my time card and credited the hours to my record.

One day, as prospective jurors for a personal injury case, the panel was asked if any of us worked in a hospital. Nobody in the room raised a hand except me. I was questioned and explained I was a volunteer. Suddenly two more hands were raised. These people did not realize that as volunteers they actually were considered significant members of the hospital team. We were all excused from serving as jurors on this case.

Another time I was questioned in what is known as "voir dire." This case was a criminal one and the interrogation was intense because of the severity of the charges. During the questioning my role as a hospital volunteer was explored. The lawyers wanted to know what type of work I did, what department I was with, my job title, whether I had patient contact, and other pertinent details. I was finally accepted to serve on this jury.

Whenever I was asked about my occupation, I always said, "hospital volunteer." This happened in every courtroom for the four weeks I served.

I used to say that I was JUST a volunteer. Now I have pride in what I have accomplished in the year-and-a-half of service as a volunteer at Pennsylvania Hospital. I look forward to the remainder of my career in this field.

ADVOCACY

The 96th Congress

By Stephen McCurley

THE FOLLOWING IS A STATUS REPORT ON NEW legislation affecting volunteers and voluntary organizations introduced in the 96th Congress, which will meet for the next two years. Bills with "HR" designations have been introduced in the House of Representatives; those preceded by an "S" have been introduced in the Senate.

To become law, a bill must be introduced and passed in both the House and Senate and signed by the President. One essential element for passage is the holding of hearings for testimony on a bill. If no hearings are scheduled, it is a good signal that Congress has not been pressed to take a stand on the issue.

Many of the bills listed below have been introduced during previous sessions. All of the bills, for example, relating to volunteer benefits have been introduced before. Quite often a bill will be introduced because of pressure from a particular group, but there is no serious commitment for passage from the bill's sponsor. A bill can be introduced ad infinitum but will not become law unless strong public support is communicated to the legislators. That support may be accomplished through individual or organizational letter-writing, or through direct contact with legislators or their staffs.

THE LEGISLATION

VOLUNTEER BENEFITS

HR634—Pepper (D-Fla.)
A bill to increase the mileage allowance given to volunteer drivers to the same as that given for business use of an automobile.

HR1098—Quillen (R-Tenn)
A bill to provide a child care deduction for volunteers.

HR683—Robinson (R-Va.)
HR1344—Hammerschmidt (R-Ariz.)
HR1029—Fuqua (D-Fla.)
A bill to exempt volunteer fire-fighting departments from the federal excise tax on gasoline.

HR2347—McKinney (R-Conn.)
A bill to establish a tax credit for volunteer time donated to organizations assisting the disabled.

THE ACTION AGENCY

S239—Cranston (D-Calif.)
A bill to reauthorize the ACTION agency.

S374—Cranston (D-Calif.)
A bill to reauthorize the ACTION agency. (This one is the administration's proposal. S239 is a version introduced by the Senate subcommittee overseeing ACTION.)

S335—Javits (R-N.Y.)
A bill to establish an Urban Service Corps.

CHARITABLE CONTRIBUTIONS

HR617—O'Brien (R-Ill.)
A bill to provide an optional 50 percent tax credit in lieu of the current charitable deduction.

HR621—Ottinger (D-N.Y.)
A bill to provide a 50 percent tax credit in place of the charitable deduction.

HR1042—Richmond (D-N.Y.)
A bill to provide an income tax checkoff for contributions to the arts and humanities.

HR2152—AuCoin (D-Ore.)
A bill to provide a deduction for charitable crop donations.

HR1785—Fisher (D-Va.)
Conable (R-N.Y.)
S219—Moynihan (D-N.Y.)
Packwood (R-Ore.)
A bill to allow taxpayers electing the standard deduction to take a separate charitable deduction.

MISCELLANEOUS

HR825—Wilson (D-Tex.)
A bill to regulate charitable solicitation.

HR990—Conable (R-N.Y.)
A bill to make changes in IRS affecting lobbying, educational activities, advertising, insurance activities, and convention activities of nonprofit organizations.

HR1002—Dornan (R-Calif.)
S449—Hatch (R-Utah)
A bill to clarify that granting of tax-exempt status will not mean that an organization has accepted federal assistance.

HR1710—Martin (R-N.C.)
A bill to amend IRS regulations concerning advertising income of nonprofit organizations.

SOME HIGHLIGHTS

The volunteer community will witness several interesting legislative conflicts during this session.

One is the continuing dispute over the ACTION agency. Facing severe opposition from some members of Congress, ACTION will have an uphill fight for reauthorization, and even must face the prospect of total dissolution.

A second conflict is the effort by the charitable community to restructure the tax treatment of charitable contributions. This effort (see HR1785 and S219) is led by the major fundraising nonprofits, such as United Way, but will have significant impact on all charitable organizations. An estimated 4.6 billion dollars could be raised by charities were this effort to succeed.

A third, negative development is the

Stephen McCurley is NCVA's director for public policy.

increasing attempt by federal regulators to monitor and control nonprofit activities. That effort now centers around tighter controls over charitable solicitation, but will broaden into other areas in months to come.

TRENDS

The major trend affecting all of the above is "budget-cutting fever," a disease afflicting almost all state and national legislators. The reverberations of Proposition 13 are having a direct impact on the public pronouncements of legislators. The number of resolutions introduced in Congress calling for a balanced federal budget, for example, has become truly remarkable. It seems certain that the tax revolt will become the raison d'etre for budgetary cuts of unpopular programs, with fierce infighting to be expected among the social service groups for a slice of a diminishing pie. Those not prepared and organized to fight will face serious difficulties.

TO OBTAIN COPIES OF BILLS

Please don't support any of the bills listed without reading the specifics carefully. Our listing of these bills does not indicate NCVA's support for them.

You can obtain copies of the bills by requesting them, by number, from your representative, or by writing the following offices and including a return mailing label:

House Documents Room
House of Representatives
Washington, DC 20515

Senate Documents Room
U.S. Senate
Washington, DC 20510

WRITING TO WASHINGTON

When writing your member of Congress about specific legislation, try to include the name, number and sponsor of the bill, and present clearly your reasons for opposing or supporting the legislation. Keep to a single issue per letter.

Send letters to:

The Honorable _____
U.S. Senate
Washington, DC 20510

The Honorable _____
House of Representatives
Washington, DC 20515

ALLIANCE ALERTS

The Network at Work

By Susan R. Greene

IN THE LAST ISSUE I OUTLINED THE GOALS OF THE Alliance for Volunteerism and provided a brief list of the 19 (soon to be 21) member organizations composing the Alliance network.

Now that you know who we are, we want you to know more about what AFV members are working together on and what is in the planning stages. What follows is a partial list of present and planned program initiatives.

- One of the important regular functions of the Alliance secretariat in Washington, D.C. is to promote volunteering through **on-going contact with federal agencies and departments.** We have been asked on a number of occasions to respond and critique proposed regulations and programs as they are considered and promulgated within a particular agency. Specifically, our advice is sought on effective means of citizen participation and volunteerism in order that an agency can expand both the quantity and quality of outreach and program development. Agencies that have asked for the assistance of the Alliance include the White House, Food and Drug Administration, Housing and Urban Development, Health, Education and Welfare, Federal Communications Commission, Community Services Administration, and selected congressional offices.
- The Alliance is working closely with the Division of Consumer Affairs, U.S. Department of Transportation, in the design of a major **national conference on citizen participation and consumerism.** Planned for May 1979, the Alliance is providing very specific suggestions on structure and execution, as well as access to the Alliance's national network to obtain experienced citizen participants, resource persons and workshop facilitators. We are also encouraging the department to make this conference a part of a much broader citizen participation policy.
- The Environmental Protection Agency sought the Alliance's support and **cosponsorship of the National Urban Environment Conference** to be held in Detroit this spring. Other cosponsors include the National Urban Coalition, the National Urban League, the Sierra Club and the EPA.
- The Alliance has developed and maintained regular and strong contact with an experienced and active group of national leaders and consultants from the voluntary sector. The members of this **Washington Work Group** meet frequently to advise Alliance staff and board members on suggested policy and program initiatives, opportunities to advocate volunteerism, potential collaborative efforts both inside and outside the third sector, and to discuss broad trends of interest to volunteerism. Their collective impact extends, on a voluntary professional basis, the interests and opportunities for Alliance members and friends.
- As part of the Alliance's program to promote volunteerism among federal agencies and departments, a strong sense of colleagueship is developing between the Alliance and the leadership of the **Interagency Council on Citizen Participation.** Composed of over 200 state and federal employees charged with design and implementation of citizen participation procedures and requirements, the ICCP seeks the involve-

Susan R. Greene is executive director of the Alliance for Volunteerism.

ment of the Alliance in a variety of projects and issues.

● In response to a major staff **report from the Advisory Commission on Intergovernmental Relations, "Citizen Participation in the American Federal System,"** the Alliance has taken the lead in designing and successfully advocating the means by which citizen groups and persons interested in effective citizen participation can respond and critique this study. This opening-up of the process through Alliance initiative has occurred in three ways: the organization of an informal coalition designed to broaden the opportunities for participation in review of the report; convincing the commissioners and staff to hold additional critics' sessions; and the preparation of a major document evaluating the present research, recommending additional research and preparing a recommendation providing for creation of a national Office of Citizen Participation. The net effect of our advocacy will have been the strengthening of the recommendation alternatives to be considered by the commission in determining its final recommendation to Congress.

● In four diverse cities—Jacksonville, Oakland, Columbus and Pittsburgh—the Alliance is initiating and facilitating a series of meetings of local citizens and organizations with the purpose of encouraging them to develop into local coalitions that will define and work toward creation of urban revitalization plans. This **Local Partnership Project** is funded by the ACTION agency and is assisted by the National Association of Neighborhoods.

● Rochester, New York, is the site of the **first National Consultation on Action Forums,** a two-day meeting in April designed to recognize and facilitate the community goals movement and to discuss national networking between models presently in existence. Together with the Alliance, the consultation is sponsored by the local Junior League chapter and Urbanarium, Inc., a local consortium for community development education. A number of nationally known experts have agreed to serve in an advisory and resource role. This consultation is the first part of a long-range three-year design to develop a comprehensive national program to encourage the growth and effectiveness of action forums.

● In addition to the Rochester consultation, a three-year $460,000 proposal has been drafted that will document and advocate **local action forums** to provide increased networking opportunities between the public, private and voluntary sectors. The proposal offers the creation of essential guidance in the form of technical assistance and perspective to a key emerging social movement.

● The **Mayors' Awards Program** is cosponsored by the United States Conference of Mayors, a member of the Alliance, and annually recognizes communities for outstanding support and involvement of citizen volunteers. Fifteen awards in four population categories are made by the Alliance at the U.S. Conference of Mayors' annual convention. This extremely well-received awards program is beginning its second year.

● The Alliance is recommending to President Carter that he initiate a **biennial presentation of Presidential awards** to eight Americans who have distinguished themselves nationally in their personal voluntary action and/or in efforts to promote citizen volunteering in their respective fields. Such a program would focus national attention on volunteerism, encourage present group and individual initiatives, and provide needed recognition for the act of volunteering.

● Together with the Association of Voluntary Action Scholars, the Alliance has encouraged development of a **National Citizen Participation Network,** which is presently monitoring and studying citizen participation activity and social movement formation from a series of "urban observation posts" across the United States. Our understanding of citizen movements is clearly enhanced by the operation of this network.

● In response to President Carter's earlier challenge to the voluntary sector to participate in the implementation of his national Urban Policy (the "New Partnership"), the Alliance prepared a major plan titled **"Partners in Urban Action."** This $162,000 proposal advocates three key elements for success: convening National Leadership Forums, use of citizen volunteers in implementation of urban policy, and use of the Alliance national network at the local level for model demonstrations.

● In view of the President's continued efforts to fashion a strong urban policy, the Alliance has outlined a proposal for one or more **national forums** or conferences for third sector representatives to discuss their role in implementing elements of this policy. The purpose is to bring together a variety of representatives of third-sector interests for a two-day period to prepare one or more documents describing both the process and substance of an effective and comprehensive urban partnership from the points of view of the third sector.

● The Alliance and the National Center for Urban and Ethnic Affairs, with assistance and guidance from the Center for Community Change and the National Council of La Raza, have prepared a major proposal to begin long-term national evaluation of **Community-based Technical Assistance Programs** (C-TAPs). Specifically, this proposal contains provisions to identify, describe and evaluate the nature of the types of technical assistance to voluntary sector organizations now available to citizens for empowerment and development. The goal is to build and refine what already exists in a variety of forms so that more effective and responsive local programs can be supported through either private or public funding or a combination thereof.

Your comments, ideas or questions are welcome. Alliance for Volunteerism, 1214 16th St., NW, Washington, DC 20036, (202) 347-0340.

COMMUNICATIONS WORKSHOP

Never Chair the Bored

By June Calender Potash

"WHEN WOMEN DO NEEDLEPOINT AT A MEETing, I keep wondering if they're listening," said a woman who is president of a religious voluntary action group. A hospital auxiliary president added, "Our bylaws stipulate we have a board meeting every month but there isn't much to do. We just fill time. Attendance is usually about half the membership. Maybe we should meet only four or five times a year." "You know," said another woman, "there's always some little group who starts whispering during reports of committees they don't work with."

All three women were attending a day-long seminar on volunteerism and discussing a common problem. Each president now and then felt she was chairing "the bored." They didn't like it, and they wanted to know what to do about it.

After serving on several boards, when I was elected chairperson, I decided I would never chair the bored. I learned that with a little forethought and creativity, you can keep your board members alert, involved and interested. You might even be told after adjournment, "I really enjoyed that meeting." Those are far sweeter words, I feel, than, "You conducted that meeting well."

During the past 20 or 30 years the lives of most volunteers have become fast-paced and full of various activities. Men and women both want every hour spent volunteering to be meaningful. Even watching a television special may be more stimulating than sitting through a board meeting at which nothing is decided and during which the volunteer learns nothing that is useful for volunteer work. Group involvement at many board meetings often is limited to the period standing around the coffee pot before or after the meeting.

As chairperson or president of the board, you may wonder, Wouldn't it be better to simply send out regular committee reports and call meetings only when a number of matters must be decided? Perhaps. Yet, as every chairperson knows, board members often do not read the minutes or reports of committees on which they do not serve. In fact, a chairperson quickly learns that if she or he must change the meeting date, time or place, and notifies board members only in writing, at least three people will appear at the usual place on the usual date at the usual time and be indignant because they made an unnecessary trip that day.

Board meetings should serve the purpose of letting all board members become more knowledgeable about the organization's activities, achievements and problems. All board members should be involved in the decision-making process. A chairperson with a thorough knowledge of parliamentary procedure can run board meetings fairly and democratically. But a meeting conforming to all of Mr. Roberts' rules still can be boring.

Promote Your Meetings

Members must be enticed to attend regular board meetings. Just because they have accepted membership on the board does not mean that they will give a routine meeting priority over a dentist appointment or a tennis tournament. If your board meetings have been less than stimulating in the past and attendance is failing, you will have to do a little merchandising. For example, do your members receive an agenda of the meeting beforehand? To be sure they will notice the agenda, have it printed on colored paper. If your reproduction process allows, add a cartoon pertinent to your activities or use some graphic device like an Uncle Sam pointing a finger saying, "We want you!"

Sending out an agenda at least a week before the meeting accomplishes several ends, not the least of which is forcing the president to plan the meeting carefully. Members are reminded when and where the meeting is; committee

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June Potash has ten years' volunteer board experience related to the theatre, symphony and ballet. She currently is a free-lance writer and volunteer management consultant. She can be reached at One Ledyard Ave, Cazenovia, NY 13035, (315) 655-9579.

heads know if they will be expected to give a report and at approximately what time during the meeting; and members can be alerted to upcoming new business. Most importantly, an agenda puts everyone "in the know." Far too often board members feel that only the president and perhaps the executive committee really know what is going on. They feel their role is to do the dirty work, listen to reports and say "aye" when a motion is made.

Encourage Active Participation

Announce at a board meeting that anyone who wishes to give a report or address a specific subject may be included on the agenda. Unless yours is a very rigid board which requires that reports must follow a certain order, also inform committee heads that you frequently change the order of procedure for the sake of variety. This also prevents anyone from feeling his or her committee is so unimportant that it is always last.

As a women's auxiliary representative to "men's" boards of directors, I became very annoyed when I was regularly last on the agenda. I found that the bored-board was busy putting papers in briefcases in anticipation of adjournment. They heard almost nothing I said. Soon I asked the president if I might occasionally be given an earlier spot on the agenda, and when this was the case, I was able to get the full attention of the board for my report.

"But," you cry, "the refreshment committee really isn't very important and Maryann always goes into great detail about how many dozen cookies to buy and nobody really cares. I can't start the meeting that way." Sure you can; then it will be out of the way. You could talk to Maryann and try to give her some guidelines about what to include in a report.

Very often dull reports happen simply because the reporter doesn't know how much is wanted. Do you have an annual workshop for committee chairpersons? Or at least a printed list of guidelines? If you don't, perhaps you are shirking some of your responsibility by not training them for the eventual leadership roles they deserve. After all, you won't chair the board forever, and every organization needs a pool of leadership talent ready to take over when necessary.

Committee chairpersons need to understand such matters as how to keep accurate records, how to deal with the specific problems in their area, and how to give accurate and interesting reports. Reporting to the board is an opportunity to tell everyone just what are a committee's problems, accomplishments and recommendations. A committee chairperson has a specialized point of view and particular knowledge that many others do not have. He or she should feel that the committee's work is important. If not, perhaps the whole committee should be dissolved or merged with another.

Some people choose to write out their reports and read them. This can be the most efficient way to convey data and specific information and to make sure that names and dates are not left out. However, some people read as woodenly as a frightened fourth grader. No inflection, no pauses, jerky stops and starts in a voice that barely carries three feet. When this is the problem, asking the person to stand will help others hear but will increase the speaker's nervousness.

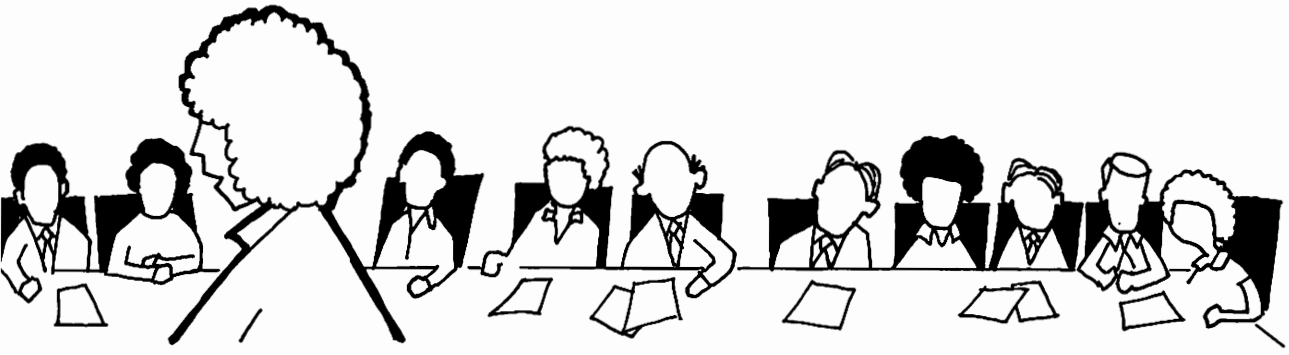
You might suggest to such people that, whenever possible, they print their information with a large bright marking pen on a poster board. This gives the group a visual "coffee break" and the speaker the comfort of knowing many pairs of eyes are not focused directly on him/her.

Vary the Pace

We are all trained, by television viewing in particular, to need frequent changes of stimuli—even at board meetings. Encourage two or three committee heads each month to bring something to show the group—a chart, a design for an invitation or poster, perhaps a letter of appreciation from someone they served or a newspaper clipping about their activities. Such breaks will keep the meeting alive without stopping it.

But BEWARE of the tendency to pass things around during a meeting. Visual presentations add excitement; paper passing causes distraction. It is better to have a table near the door with all the papers people need to sign or take. You may have to start your meeting 15 minutes later to allow time for paper signing, but the meeting will be far less distracting.

You also can vary the pace of a meeting by shifting the agenda around or by keeping notes during the time between meetings to add bits of "human interest" or humor occasionally. A board member could relate informally a touching or revealing anecdote pertinent to the organization's activities. Most volunteer organizations exist to serve other people, and in so doing it is often the little moments of appreciation or accomplishment that make everyone realize they are indeed working for a good cause. Add the human element into your meetings now and then as appropriate. Do not concentrate simply on business. Even if your board is entirely made up of business men and women they'll appreciate the human touch.



Another way to provide both a change of pace and to entice members to a meeting is to plan a special event. A most appropriate one is to feature a guest speaker. This doesn't mean you must scour the area for experts who will charge a speaker's fee. In a great many volunteer organizations a woeful gap exists between volunteers and paid staff members. They often barely know one another's names, vaguely understand each other's jobs, and sometimes a certain antagonism exists because of this lack of contact.

Many times I have invited members of the staff to attend a board meeting and speak briefly (about 10 or 15 minutes) about their job and what it involves. If possible, I also invite the staff member to stay for our entire meeting so he or she can gain a broader view of what our volunteer group does, what our concerns and problems are. This enhanced communication has helped the paid staff appreciate the work of the volunteers and has helped the volunteers feel they are a part of the organization to which they so generously give their time and talents.

Other special events may include, depending upon the kind of group, showing a short film or set of slides about the services of your organization or of an organization like yours in another city. You might seek out an expert in a field related to your volunteer efforts to speak at the end of your business meeting. Alternatively, you might feel that group participation has been much too limited. Perhaps you wonder just what the silent members of the board think about two or three vital questions. To find out you might make up a questionnaire and take 20 or 30 minutes out of the middle of a meeting for people to answer with their "gut reactions." (I suggest middle of the meeting because you want all the late comers to have arrived and the early leavers still to be there.)

You might plan a meeting of short committee reports, explaining to chairpersons that you are going to save an hour at the end of the meeting for something special. During the last hour, divide the group into units of no more than eight or ten, each with a facilitator-recorder, to discuss questions pertaining to the whole organization. You might ask different groups to discuss different questions, or you might ask all the groups to discuss the same questions.

The facilitator-recorder should be instructed beforehand to keep careful notes of suggestions and opinions and to make sure that everyone in the group has an opportunity to speak up. This group leader should be someone who is fair and open-minded and who is able to summarize adequately. Whom you choose can be very important. Often board members, who are naturally shy or who feel that their opinions cannot be expressed in full board meetings, have valuable ideas they can express in a smaller setting.

The small group meetings can be followed by a general session the same day or at the next board meeting. The recorders can read the consensus of opinions and suggestions. You will be surprised how dynamic your group really is, finding unexpected solutions to problems. And you will have given the chronic complainers and fault finders an opportunity to express their dissatisfactions. Certainly, they won't be able to complain, "Nobody ever asked my opinion."

More Tips

- Try not to do all the talking. If something must be explained, such as a point in the bylaws or how to handle financial matters, ask a vice president, the parliamentarian or the treasurer to make the explanation. It will vary the speaking voice, give others a sense of involvement, and prevent boredom.
- Try to establish eye contact with each person for at least a few seconds during every meeting. You may need to jot inconspicuous notes to yourself if your mind is racing ahead to upcoming topics, but always accord other speakers the attention and courtesy you hope they'll give you.
- Always draw attention to special efforts. If a volunteer has gone out of his/her way to give a service or if a board member has spent an extraordinary number of hours working on an assignment, mention it and praise the job that person is doing. One board I sit on applauds with some regularity—not at every meeting but at those meetings at which someone reports a particular success. When volunteers give freely of their time a few seconds of applause can be more satisfying than a fat paycheck for a regular job.
- Never fail to thank a person for a report. Thank-yous are the oil that makes any voluntary group run smoothly. Also make a point of writing notes of appreciation to members of your board for their accomplishments. In a day when people write so few letters, receiving a thank-you in the mail is somehow more special than hearing the same words over the telephone.
- Always keep your eyes open for signs of a bored-board—private conversations here and there, doodling, slouching. They mean that the meeting is not moving along excitingly. You must think fast and come up with a waker-upper. Ask for a show of hands, have the window opened to air out the room, suggest a break, tell a little story—anything to lift a sagging meeting.

If you have shown enough leadership ability to have been elected chairperson, then you probably have the ability to keep board members involved, interested and awake. You need never chair the bored.

Resources

Building a Better Board. Ruth Hillis Seay. W. K. Kellogg Foundation, 400 North Ave, Battle Creek, MI 49016, 1979. 57 pp. Free. Limited quantity available.

An informal guide for a community program to improve boards of nonprofit service organizations. Four parts on issues, initiating the program, administering the program, and conducting the seminar.

So Now You Are a Chairperson! Institute for Voluntary Organizations. IVO Press, 4800 Prince, Downers Grove, IL 60515, 1978. 20 pp. $3.00.

Examines some of the factors—both internal and external—which contribute to being a successful chairperson. Includes bibliography.

Self-Diagnosis Guidelines (for Voluntary Governing Boards of Directors). Institute for Voluntary Organizations. IVO Press, 4800 Prince, Downers Grove, IL 60515, 1978. 12 pp. $2.50.

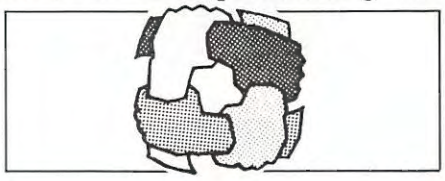
Guidelines are presented in eight groupings called Key Result Areas. Each KRA has standards statements to measure a board's level of performance.

FOLLOW-UP

Partners' Objectives

(A follow-up to "Volunteer Program Planning—MBO," fall 1978)

IN THE LETTERS COLUMN OF THE LAST ISSUE, A reader recommended the "measurable, time-bound" objectives of the Partners program in Denver, Colorado, as an excellent example for planners interested in implementing the MBO (Management by Objectives) process.



Partners, Inc., matches community volunteers on a one-to-one basis with troubled youth referred by juvenile courts or police. The main function of such a relationship is the development of love, mutual trust, honesty and open communication.

Since its founding in 1968, Partners has matched over 4,000 adults (Senior Partners) with the same number of youth (Junior Partners). Reprinted here is a sample worksheet illustrating the program's recruitment objective. These operational summary forms are used by each of Partners' branches.

Denver PARTNERS

OPERATIONAL SUMMARY

REPORT FOR THE MONTH OF March, 19 79

INTAKE PROCESS

RECRUITING

OBJECTIVE A-1: TO SOLICIT INQUIRIES FROM 1250 POTENTIAL SENIOR PARTNERS ANNUALLY, 937 THROUGH March (reporting month).

ACTUAL A-1-1:

	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
Month Goal	105	104	104	104	104	104	104	104	104			
Month Actual	114	108	61	64	45	94	65	101	174			
Year Cumulative	114	222	283	347	392	486	551	652	836			
Year Cumulative %	110	106	90	83	75	77	75	78	89			

ACTION STEPS:

Inquiries solicited from:	Month	Cumulative
Newspaper	0	2
Brochure/Public Display	48	305
Staff	5	89
Senior Partner/Friend	38	88
Agency Referral	1	19
Radio/TV	39	114
Presentation	15	35
Managing Partners	7	44
Direct Mail	13	58
Outdoor Advertising	1	10
Other	9	72

Potential Volunteer Inquiry Carryover

July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
115	36	237	100	150	157	125	161	207			

NEW RECRUITMENT ACTIONS:

	Month	Cumulative
1. Presentations	3	49
2. Brochures	1000	5850
3. Radio/TV	Cavett	
4. Displays	5	35
5. Outdoor Advertising	--	--
6. Newspapers	0	2
7. Direct Mail	3	14
8.		
9.		
10.		

How can a volunteer coordinator recruit, train and supervise often three times as many people as other agency supervisors . . . and still find time to complete a myriad of other necessary tasks? By considering

The Challenge of Delegation

By Ralph G. Navarre, A.C.S.W.

_____ You work more than 40 hours per week.

_____ You leave work feeling guilty at the end of the day because you have so much left to do, even though you skipped a coffee break and only took 15 minutes for lunch.

_____ You haven't provided the orientation or training your volunteers need because you have other more important duties.

_____ You would like to spend more time planning, but you know you have a report that is overdue.

CAN YOU, AS A VOLUNTEER COordinator, place a checkmark in front of any of the above work conditions? If so, you may not believe it is possible to relieve *all* of the above problems. But there is a solution. It can be found in one word: delegation.

Webster's *New Collegiate Dictionary* defines delegation as "empowering one person to act for another." We all know about delegation and most volunteer coordinators do delegate to some degree. Yet, we frequently hear comments like, "Delegation takes time to train staff and I don't have the time to do that training," or "The paid staff would not accept volunteers doing part of my job," or "My boss would not allow me to delegate any of my responsibilities."

According to the management and supervision literature, some delegation appears to be giving up power. For example, if you delegate visitors' tours to your volunteers, they could look like they are in power. Also, delegation often means giving up parts of your job that are rewarding, stimulating and exciting.

Other volunteer coordinators fear the results of delegation. What if a volunteer makes a mistake or causes a problem? And some volunteer coordinators feel safe in being behind or overworked. Free time for them is scary.

Ralph Navarre is an assistant professor in the department of social welfare, University of Wisconsin-Whitewater.

So Why Delegate?

Let's start by looking at why we should delegate authority or specific job responsibility to others. The literature indicates that executives rarely supervise more than eight to 14 subordinates. Yet volunteer coordinators often attempt to supervise 30, 50 or even hundreds of volunteers. The results are predictable. Some volunteers are not supervised adequately. You can improve your supervision of volunteers by delegation.

A second important reason for delegation is that a volunteer coordinator is actually running a mini-agency within the structure of a larger agency. The reality that the volunteer coordinator does a job that is different from any other supervisor in most agencies means you are usually on your own in terms of planning, training and supervision. You must have time for these functions, and therefore you must delegate.

Finally, small jobs that must be accomplished often don't get done unless you delegate. You, as a volunteer coordinator, simply cannot do it all. You must delegate.

Whom Should I Choose?

You might ask, Where do I find volunteers whom I can delegate responsibility to? They are right there in your agency. It just requires a little bit of looking with a new eye to discover volunteers who will accept and even welcome more responsibility.

Remember that volunteers come to your agency with many different motivations. Volunteers who are candidates for delegation include those who are bored and ask for more responsibility, those who are interested in a career in volunteerism, and those who need more responsibility and experience with authority to become employable.

Some volunteers in every agency are bored, feeling useless and frustrated with the simple tasks they are asked to perform. These volunteers are often the ones you lose to other agencies. Through delegation you often can save a volunteer who otherwise would not remain with your program.

There are also many people who refuse responsibility and authority. Often this is because they really lack the interest. Others, however, are shy, scared or unsure of themselves. With supportive supervision, they can be given responsibility.

What Should I Delegate?

Now that you have people you can delegate to, let's look at what tasks can be delegated. Small specific tasks or responsibility for very small programs are the first things that are easily delegated. Jobs like laying out volunteer sign-in sheets and collecting them, unlocking rooms volunteers need, and preparing program materials for volunteers are all tasks that responsible volunteers can do easily.

Slightly more complex tasks include leading agency tours and record-keeping. Such tasks can be done by most volunteers with some supervision.

More highly complex tasks that can be delegated to appropriate volunteers include recruitment, orientation and training of new volunteers, as well as the supervision of on-going volunteers. These are jobs that can be done by some volunteers in nearly every agency.

More important, the use of volunteers in the recruitment, orientation, training and supervision of volunteers automatically provides you with a career ladder for your volunteers. Those people who can perform such roles can consider becoming a volunteer coordinator or a manager in private industry.

Perhaps the most intricate jobs to delegate are public speaking and public relations. In this case you are delegating not only responsibility, but also control of your agency's image. Since volunteers have various motivations for and ideas about volunteering in an agency, you retain a responsibility to monitor their activities and assure yourself and your supervisors that accurate information is going out into the community. Nevertheless, there is no simpler way to demonstrate to the community that your volunteers are content. It's often said that satisfied volunteers are the best recruiters for your agency.

Doing It Right

There is no process that can guarantee 100 percent success when you're delegating responsibility to others, but there are a number of steps that can assure you a minimum amount of failure.

The steps that you should use are ones that many volunteer coordinators employ regularly. The most important step is a well-written job description that clearly delineates the responsibility and authority that goes with a particular position. The job description should be developed with the input of volunteer and paid staff, so both clearly recognize the delegation of authority.

The next step is to ask volunteers and paid staff for candidates to be recommended or to volunteer for this unpaid position. You also can invite qualified candidates to apply who might not do so otherwise.

The process of candidate selection can be a politically traumatic one if it sets up a series of different levels of volunteers. If possible, a number of people might be delegated new authority at the same time. The critical point is that each position should have a job description, and each job description should be modified to meet the skills and abilities of an individual who will be delegated new authority.

At this point, an individual must be oriented and trained to his or her new responsibilities. Remember, since this volunteer already has proven skill and ability, the training should be task-oriented. What special knowledge, skills and abilities does the volunteer need to do that part of your job that you are delegating?

After training your new volunteer delegate, you should offer consultation and support, but *let the volunteer do the job alone.* A volunteer cannot accept responsibility if you are always behind him or her to intercede. Your job is to hold regular supervisory conferences, and evaluate your volunteers regularly.

Benefits

Once you have delegated, there should be some clear-cut payoffs to you and to the agency. There are both immediate and long-range benefits that you will receive.

- By delegating you immediately create a situation where more people can look at and work on the problem. Because you have added another layer of administration, more people can analyze and work on solutions to problems without taking your time.
- As you delegate authority, you also generate interest and concern in the people who accept the responsibility you have given them. This is seen best when volunteers who are assisting

begin to talk about "their" agency and "their" problems.

- As volunteers develop a proprietary interest in the agency, you also will find additional help in terms of community support, new recruits and expanded public relations on both a formal and an informal basis.
- A long-range benefit is the reality that delegation allows you to move your program from what one person can *do* to what one person can *control*. You can answer six or more questions from volunteer supervisors in the same amount of time it takes you to resolve one problem with a volunteer by yourself. A group of volunteer supervisors can make ten or more phone calls, while you can make two or three.
- After you have trained your supervisors, you will have additional time for other responsibilities. You will be able to start those training programs, new recruitment campaigns or new job descriptions that you have promised yourself you should do one of these days.
- Over time you will discover that your volunteers will develop initiative, new skills and competence in new areas. These new abilities will continue to help your agency grow and become more proficient.

Delegation is not a substitute for hard work, nor is it an easy way to eliminate or reduce your responsibility. You can expect a number of problems when you try delegation. These problems are no different from those that are encountered when paid staff are promoted.

When a volunteer is promoted to a supervisory level, for instance, he or she could presume more authority than actually was transferred. Or the new volunteer supervisor could presume his or her domain included paid staff. Just remember that if you, as volunteer coordinator, are proficient at picking good volunteers, you can also choose good volunteer supervisors.

Delegation is *not* abdication. As the volunteer coordinator you are still responsible, accountable and in charge. While you delegate some responsibility, you alone are the paid staff person responsible for the actions and work of volunteers and volunteer supervisors.

A year from now ask yourself if you're still working too hard, still feeling guilty, and still not doing the job you could do if you had more time. The choice is yours. Delegation is an answer.

What is Supervision?

By Dick Hodgkins

IN THE HENNEPIN COUNTY DEPARTment of Court Services, supervision remains the key to successful volunteer services. But what exactly is appropriate supervision? And what does it entail?

For volunteers, supervision is the vehicle that conveys what their job is and how to do it best. Supervision offers volunteers the opportunity to grow through self-awareness. It provides constructive feedback on work performance from the people volunteers help (clients, paid staff), which is necessary if they are to feel an integral part of the agency. Supervision also affords volunteers recognition for their work while holding them accountable for providing services. A volunteer once told me, *"If I am to be given an important role, I want to be told when I am doing the job well and, more important, when I am not."* In essence, this volunteer was defining appropriate supervision.

For professional paid staff, supervision of volunteers is a means by which they can intensify the services of their caseloads. Offering both personal and professional growth, supervision demands skills in the areas of teaching, consultation, brokerage and case management. Most of our probation staff are involved in some form of volunteer supervision and have found great benefit in being able to use a community-wide fund of knowledge, skills and abilities.

In our department's experience, an essential part of the supervisory relationship between paid and unpaid staff is setting up an initial contract. This contract includes addressing several questions.

1. What does each of you expect of the other? What are your personal and professional motivations for being here? What do you need to continue? How does the other person influence your decision? How much time, energy, knowledge and skill does each party have? How can each party develop his or her talents? By when? Is the other party available at any time? Who initiates contact? Is each willing to watch and help the other grow?

2. What does each of you have to offer? How much time and energy? How much skill and experience as an interviewer, a diagnostician, a consultant, a supervisor, an educator? How about personal responsibilities? What are your strengths, weaknesses?

3. How do you define your relationship to each other? What words do you use to describe *relationship, volunteers, colleagues, team, supervisor, boss, subordinate, clinician, streetworker, unpaid staff?* What do they mean? Do you have to be personal friends to do the job? Can you respect each other and not socialize or even have many interests in common? Do you need to be liked by your counterpart?

4. How are you going to handle differences or conflict? Can you differ openly? How does each react when another disagrees? How do you avoid win-lose battles? Can you involve third parties as one technique for resolving problems? Should one party be an advocate and when? What factors are important to decision-making? What is consensus? How much are you able to risk? When does one party make a final decision? Who is responsible?

5. How does each handle the authority component in the relationship? When is it important to ask before acting? When can action be taken immediately? What needs to be reported, not reported?

A partnership based on a sound supervisory relationship has been formed by the paid and unpaid staff of our department. This team relationship has developed to the point where on any given day over 500 volunteers are involved in 18 different staff roles serving six operating court service divisions.

Dick Hodgkins is the director of volunteer services for the Hennepin County, Minn., Court Services. He also is an advisory committee member of the Minnesota Governor's Office of Volunteer Services (GOVS). His article is reprinted, with permission, from the GOVS newsletter.

The Volunteer Leader Interview

Margery Stich
New Orleans, La.

BEYOND A DECADE OF WORK AS A FASHION model and buyer, Margery Stich has built a career of volunteerism. Her involvement in a variety of local and national activities would form a lengthy resume. She is an NCVA board member and served as one of our original volunteer core consultants. She has been a board member of the National Council of Jewish Women (NCJW) and president of its southern region. She is currently a member of NCJW's national task force on volunteerism and chairperson of her local task force.

For the National Association of Mental Health, she served as vice president, troubleshooting in eight states. She has worked under three different mayors of New Orleans in a quest to make the volunteer community a viable force among elected officials at the municipal government level. And last December she was elected president of the two-year-old New Orleans Contemporary Arts Center, a place where emerging artists of all disciplines can exhibit and perform their talents.

Because a resume is only a summary, which cannot begin to portray the depth and variety of experience accumulated over the years, we present the story behind that list of titles in our first volunteer leader interview.

You've been a volunteer for most of your adult life. How did you first get involved in volunteering?

I realized I had a social conscience after I was married in 1939. World War II was one motivator. When the United States entered the war I worked for the Red Cross. We wore yellow uniforms, and I ran the PBX switchboard and col-

lected metal cans and goods to be turned into war materials. Women in their communities were important to the war effort.

Another motivator was the National Council of Jewish Women (NCJW). It was through my membership in the New Orleans section of NCJW that I built multiple skills without even knowing it.

In the early '40s New Orleans had no playgrounds. There were parks in the heavily populated high-rent sections of the city, but federal housing projects were surrounded with taverns and strip joints. Families approached NCJW for help. I chaired an effort to find solutions.

We raised money and created Teen-Town in a former famous house of ill-repute which skirted a project. It became a very popular gathering place for teens as well as the precursor of the New Orleans Recreation Department, which now provides playgrounds, programs and centers for the city's youth.

Another poignant memory of my early volunteer years was in 1947. That was the year the first ships bringing survivors of the German holocaust came to the port of New Orleans. NCJW set up a sheltered workshop for the women of those families who stayed in New Orleans. They were very talented in needlework and other handicrafts. Under the supervision of trained volunteers, they produced gift items for sale while their husbands and sons were getting established in jobs.

My responsibility was to find a suitable place for selling the gifts. A ladies dress shop on a main avenue donated a corner to display and sell the crafts. I served as shop manager with volunteer salespeople from NCJW. As the lives of these craftswomen eased and stabilized, the need for the shop was eliminated.

In 1972 the Answer Desk, founded by Margery Stich, was selected as a National Volunteer Awards citation winner. Here, Stich (center) receives plaque from Moon Landrieu, mayor of New Orleans at the time. He is assisted by New Orleans VAC President Diana Lewis, who is now an NCVA board member.

What kind of activities did you get involved in after the war?

Well, there was a need in Louisiana in the early '50s for a transition residence for male mental patients who could return to the community. I chaired a committee for the Louisiana Mental Health Association to establish the first halfway house in the state. It was a memorable challenge, hiring house parents, raising funds, locating an appropriate house, and seeking contributions of furniture and household effects to make the place livable and comfortable.

Later on, with the help of a lot of people, I founded two volunteer programs in city government and have been a daily part of these efforts. The first, in 1968, was called the Answer Desk. "Citizens assistance bureau" is the technical name for it today. It was located in City Hall and run by 10 volunteers, who were black, white, male, female. There was no paid staff.

People walked in with every conceivable kind of problem. One woman complained of a monkey in the trees on her block which was breaking all the Christmas tree lights. Others were hungry, burned out, alcoholic or emotionally unstable. We called the appropriate agency and set up an appointment for each citizen client. A group of high school juniors and seniors worked on Saturdays, following up on every referral. A decade later the Answer Desk had a Spanish-speaking branch, a mobile branch which helps neighborhood residents, and several branches in courts buildings.

By 1973 there was an awareness that we had begun to build a respect among civil servants and elected officials for the role of volunteers in government beyond political campaigns. If the Answer Desk could be productive for citizens and enhance the mayor's image, why couldn't volunteers work in all departments of government where need existed? We found that many departments would have liked more personnel, but lacked funds.

We devised a clearinghouse called VIGOR—Volunteers in Government of Responsibility. VIGOR would receive from department heads job descriptions for needed tasks, and it would invite the public to come in and take advantage of "being where the action is" as a volunteer.

Our first budget was $27,000. The city provided one-third, a foundation gave us another third, and some local business executives formed a committee to provide the final third. In 1975 the city took over the funding, and we've been processing 350 citizen volunteers a year ever since.

How did you coordinate so many volunteers?

My first encounter with NCVA was as core consultant, which provided me with training that helped immeasurably in my role as volunteer director of VIGOR. We also received training from our local VAC's personnel. Two VAC representatives were appointed to our advisory board. If we get a potential volunteer whose skills and desires for volunteer involvement do not fit any tasks we have at VIGOR, we immediately refer them to the VAC.

Also, I think it's significant that we budget as much as we can for recognition. We have a bang-up, splendiferous annual party to celebrate volunteerism and volunteers only.

The mayor and the media help. Volunteers receive awards made by local artists and craftspeople, such as a pottery planter with the VIGOR logo on it, a brass belt buckle in the shape of our logo, a ceramic decorative plate. The director of Newcomb College's art department designed a floral graphic bearing the mayor's seal and signature.

Another idea we came up with to motivate volunteers was our Tokens of Love program. To combat rising costs of volunteering, we reimburse volunteers with bus tokens for each day they work, provided they work a minimum number of hours per month. The cost to us the first year was $1,500. But what we gained in good will from that very small budget item cannot be measured in dollars.

Have you been involved in any other major voluntary activities?

In the spring of 1976 I convened a group of 35 volunteer professionals, paid and volunteer, to discuss the need for university-level training in volunteer management. The group unanimously bought the idea.

The program began at Tulane in its continuing education division. It was so successful Tulane's school of social work adopted it under its continuing education program. Three courses have been completed, one at the advanced management level. Today, we are working on a certification course.

With almost 30 years of experience, do you feel that volunteer work is demeaning for women?

I have no quarrel with today's woman who is young enough to be my daughter, who has needs which my colleagues and I didn't have. Women today say they need self-actualization. I feel I am as self-actualized as can be without a weekly salary check! I've been fortunate. I'm a mother of two, but I always felt free to convince my husband Charles that I could be more useful serving my community part-time rather than staying home fulltime.

Volunteering has afforded me opportunities galore to travel up and down this land as consultant and trainer to further the good life through volunteerism. I've exchanged ideas with Governor George Romney, I've shared a program platform with Mayor Tom Bradley, and I've lectured on volunteer administration as guest faculty member at three universities. And now the U. S. Conference of Mayors has invited me to serve as special consultant on volunteer programs in test cities.

I feel rewarded by my chosen profession of volunteerism. Also, I feel that I'm making some kind of contribution to the grand design of our society. It may be small, but I hope it's useful.

What have you learned from your involvement on NCJW's national and local task forces on volunteerism?

NCJW has adopted volunteerism as a number one priority. In its 85 years it has always prioritized issues that mainly affected nonmembers, such as child abuse, energy, right to privacy. This time it has turned inward and looked at its own critical problem area—volunteering.

The purpose of the task force is to examine factors in our society which motivate our members to look elsewhere for satisfying involvement. We have discovered certain facts: It isn't "in" to volunteer; volunteering lacks status; supplemental income needs are sending women into the labor market; self-fulfillment dictates academic and career achievement. There's a growing lack of commitment to the community. There's a growing trend of need to gratify and satisfy one's self, rather than reaching out to others.

Margie Stich at work at VIGOR desk.

We must develop programming in which we can keep volunteerism alive and well while professionalizing it to a degree where it helps members fill personal needs and reach desirable goals. Then they will say, "I want to join NCJW until I'm skilled enough to go out and get a job."

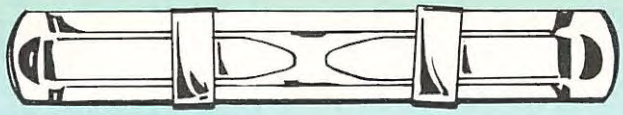
Do you have any ideas as to how to meet the needs of this younger generation of potential volunteers?

I have a feeling that if you have an insurmountable problem, you must face it head-on and take action quickly and dramatically! Therefore, let's make our organization invaluable to members in two ways.

One, let's broaden our membership to include husbands, youth and members of ethnic groups. Two, for those who desire employment, let's set up a professional bureau of employment within NCJW. Our members, as a rule, are well-educated and as a result of working in the organization for a number of years, are highly skilled as well. We, the organization, can find them part-or fulltime positions to fit their needs. In return, they will contract to volunteer a portion of their time for NCJW.

If we do not meet this problem head-on in some such way, we will lose not only the involvement of these women but also their valuable membership. We cannot afford to lose the energy, enthusiasm and leadership of our members.

I think professionalization in volunteerism is the name of the game. Traditional organizations must abandon antiquated habits. They must adopt professional know-how at every level to get the job done. Otherwise, they will weaken and be lost to their communities. That is why professional training of volunteer leaders and managers through seminars and courses offered by NCVA, NICOV and many universities is so essential today.



Volunteer Interviewer's Notebook

An eclectic guide to the effective placement of volunteers in programs.

The purpose of an interview with a prospective volunteer is to determine the suitability of the applicant for volunteering in your program and to select an assignment in which the needs of both the program and the individual are satisfied. Such an interview is essential, since the success of your entire volunteer program depends, to a large degree, on finding the right person for the right position.

Consequently, every applicant should have an interview, no matter how well s/he may be known to you. In many instances the interview serves another purpose: It becomes the first step towards orienting and training the volunteer who accepts and is acceptable to your program.

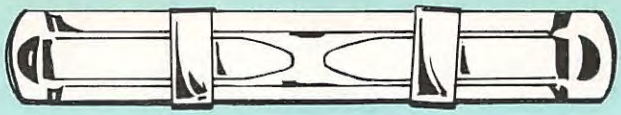
CONDUCTING THE INTERVIEW

Consider the Setting

1. Arrange the office so that there is an atmosphere of comfort, warmth, and informality. Flexibility and a choice of seating should be provided.
2. Try to ensure privacy; divide the room by using a screen if others are present.
3. Cast aside unfinished business and concentrate on the job at hand. Few people can read their mail with one eye and carry on an interview with the other.
4. Allow for at least one-half hour of uninterrupted interview time.

Are You Prepared?

1. You should have an application form which has areas covering educational and occupational experience, training, hobbies and time preferences.



2. Information should be available on all present volunteer positions (preferably in the form of detailed job descriptions).
3. In the case of volunteers who may be unsuited to your specific program, it is also handy to have information on other possible areas of community involvement.

Things to Do During

1. With a smile, a handshake and a friendly word of greeting, introduce yourself and anyone else who is present at the time (i.e., secretary).
2. Clarify the purpose of the interview (to obtain general information, discuss interests and match with volunteer position).
3. Complete the application form with the prospective volunteer, adding any additional information gathered in the interview exchange.
4. Explore such areas as:
   - What have you enjoyed most in previous volunteer assignments? What have you enjoyed least?
   - Why are you interested in doing volunteer work? What are your long-range objectives?
   - What are your personal and work goals that would be important in choosing a volunteer job?
   - What type of people are you most interested in working with (co-workers or clients)? Are there types of people you feel you would be unable to work with?
   - What do you feel would be your greatest contribution to our volunteer program?
5. Give the applicant enough time to consider your questions and answer them at his/her own pace. Do not hesitate to ask for clarification on any points that you don't understand.
6. Present your information clearly and concisely so that it is easily understood. Allow the applicant an opportunity to express any concerns about the suitability of the jobs available.
7. Encourage the prospective volunteer to develop a personal plan of action with the job available. Assist him/her in deciding what is most suitable by clarifying areas of concern and setting things in perspective (i.e., point out both the positive and negative aspects of the jobs being considered), but leave the final decision to the volunteer.
8. Anticipate future areas of confusion and prepare the prospective volunteer for these (i.e., confidentiality, flexible hours, etc.).
9. Don't extend the interview past the point of satisfaction.
10. Ask the volunteer to tell any friends who might be interested in your program to contact you. Your best form of public relations is an active, enthusiastic volunteer.
11. Express your appreciation for having had this time with the prospective volunteer. If the result of the interview is that s/he will be doing volunteer work for your organization then you would move directly into orientation.

Things to Do After

1. Take time to make notes on the interview after the interview is over. Enter the results in your filing system.
2. Don't forget the volunteer. Make sure you follow-up, and see how things work out and how the volunteer feels about the placement.

FOR THOSE MAKING REFERRALS

It might be noted that there are two types of interviews involving prospective volunteers. One is done by specific organizations and groups with the aim of presenting the prospective volunteer with the one or several volunteer opportunities offered within the organization or group. The other type of interview is similar to that done by a Volunteer Bureau where the prospective volunteer is presented with the various volunteer opportunities offered by all the organizations or groups in the community. The result is a referral to one or two of these organizations or groups.

While all of the above pointers about interviewing apply to both types of interviews, a word should be added about the referral process.

1. After identifying two or three referrals with the prospective volunteer, by reviewing job orders and matching them to his/her interests, telephone the organizations and inform them of the volunteer available. Introduce the volunteer coordinator and the volunteer over the phone, and request that they set up an appointment time and date.
2. If the organizations cannot be reached by phone, leave a message to have them call the volunteer. Give the volunteer a card with the organization's name and the person who will call. Alternatively, you could give the volunteer the name and number of the organization and have him/her phone later on.
3. Encourage the volunteer to phone you anytime problems arise regarding his/her placement.

PROBLEM SITUATIONS

You may occasionally encounter problems in the interviewing situation.

These may arise in the form of a prospective volunteer with a mental health problem, or someone who, in your judgment, is not suitable for your program due to physical limitations or lack of specific skills. In any of these cases it is essential that you not leave the volunteer without an alternative plan of action.

Be sure to have available.:

- Descriptions of other volunteer programs in your area and the names of volunteer coordinators.
- General information on counselling programs, mental health teams, legal and financial services.

Although you are not setting out to solve an applicant's problems, you may find the following ideas helpful:

1. Observe any signs of disappointment or discontent. This may be a clue to the real problems or it may indicate that the interview is covering topics of embarrassment (i.e., questions regarding health or recent illness).
2. Give the prospective volunteer ample opportunity to tell his/her own story. Let him/her talk freely without interruptions if this seems important.
3. Inquire regarding the steps already taken in attempting to solve present difficulties. Determine, if possible, how much interest there is in wanting to find solutions.

4. Keep a friendly, sympathetic, and helpful attitude, but don't assume the responsibility for finding solutions to the interviewee's problems.
5. Name people or community agencies that you may see as being helpful to the volunteer.
6. Expect to meet many problems you cannot deal with alone. Share these situations with other persons who might be helpful or who are already involved with the prospective volunteer (i.e., if the volunteer has been referred by a social worker or doctor, ask the volunteer if you can contact them for further information or arrange a meeting time for the three of you to sit down and discuss volunteer opportunities in your program).
7. Yield to the specialist in areas outside of your own field; follow-up and cooperate with others.
8. If the prospective volunteer's problems are not severe and you feel he/she may be suited to another type of program, ask the prospective volunteer if you may share interview information with any other volunteer coordinator to whom you make a referral.

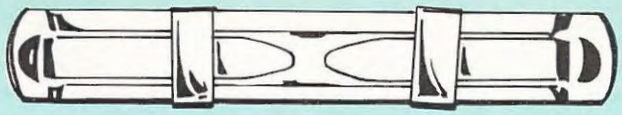
—From Volunteers: How to Find Them, How to Keep Them! by Mike Haines, Voluntary Action Resources Center, 1625 W. 8th Ave, Vancouver, B.C. V6J 1T9, 1977. $3.60 (U.S. money); $3.00 (Canadian). Reprinted with permission.

MORE TIPS

The More Info The Better

Before making any specific referrals, seek information along the following lines:

- Hobbies and skills in specific areas, such as sewing, dramatics, sports, might encourage a volunteer to want to teach the hobby or skill to someone else.
- Ideas about the kind of person with whom the volunteer wishes to work can be useful. Inquiries about why the volunteer wants to work with children, aged, or handicapped can provide valuable clues about interests and skills as well as personal qualities.
- Questioning about areas of need in the city which may appeal to the volunteer's interest also can be useful.
- Personality traits are important in an effective referral. The interviewer should note:
  —Ease in communicating, since this is important for volunteer positions relating to the general public.
  —Ease in relating to and working with people. This is difficult, but clues can be obtained by noting the relationship to you and anyone in the office with whom interviewee comes in contact; asking if interviewee wants to work directly with people or would rather have a desk job; observing general manner of the interviewee (Is s/he outgoing? Are there any obvious mannerisms which are annoying?); and being sensitive to derogatory comments about groups of people.
  —Attitudes: Are comments usually positive or negative? Is there evidence of real interest in and enthusiasm for a volunteer assignment?
  —Emotional reactions, especially when discussing jobs that involve sensitive areas. For example, working with emotionally disturbed youngsters or adults



requires a calm, stable personality.

- "Other activities" are important because they yield information about the person's interests. Many people belong to clubs or other organizations that could possibly be called upon to do a special group project. It is best not to mention this to the person being interviewed, since some will feel that they are committing their group or club. Instead, merely ask the person being interviewed if s/he belongs to any neighborhood associations, business clubs, lodges, etc.

—From "Guidelines for Interviewers," New York City Voluntary Action Corp., 61 Chambers St., New York, NY 10007. $1.00. Reprinted with permission.

Open (Not Closed) Questions

Use questions and positive listening to get the volunteer to tell his/her story. Ask questions to show interest. It is important to bring out facts or to get the reactions you need, and also to keep the interview on the beam. When using questions, state them clearly so the volunteer will understand the information you want. Avoid questions that can be answered by "yes" or "no." Instead, begin questions with "who," "what," "why," "where," "how." This type of question can help you evaluate by showing attitudes, judgments and reactions.

Ignore Your Impressions

Consider each fact about the volunteer in relation to all others. Avoid basing evaluation on impressions.

- Consider the volunteer's SKAPATI —Skills, Knowledge, Ability, Physical status, Aptitudes, Traits, Interest.
- Note mental reaction time and organization of answers to questions.
- Note the volunteer's evaluation of her/himself, what s/he thinks s/he can and cannot do well.
- Note quality of self-prepared application form, handwriting, following of instructions, clerical ability.

Remember, you are not just filling a spot, but matching a person and a job in the best interests of both.

—From "How To" Book for Volunteer Trainers, Los Angeles Voluntary Action Center, 621 South Virgil Avenue, Los Angeles, CA 90005, 1976. $4.00. Reprinted with permission.

INTERVIEW SUMMARY

Applicant's Name	Telephone
Address	Zip
Interviewer	Date
Family and work restrictions on time available: (Must be home by 3:00, or cannot work weekends, or vacation is in July)	
Attitudes (toward agency's clients; will work directly with clients – or in noncontact assignment; self-concept; will or can take directions; self-propelled, etc.)	
Education, Aptitude, Skills	
Motivation (Why he wants to volunteer, other volunteer experience, why interested in this job? leading to a career? trying a new type of work?)	
Health (any physical limitations?)	
Transportation (is this a problem?)	
Interviewer's Comments (limited viewpoint? hangups? growth potential? good ideas? controlled? etc.)	
Action	
Accepted	Withdrew voluntarily / Recomended for another job

—From Step by Step: Management of the Volunteer Program in Agencies by Marie MacBride, Volunteer Bureau of Bergen County, 389 Main St., Hackensack, NJ 07601, 1979. $4.00. Reprinted with permission.

TRAINING OF THE TRAINERS 1979

Training of the Trainers

The Training of the Trainers Institute is designed to equip participants with the skills to design and conduct training sessions which will meet the needs and expectations of adult audiences. This intensive three-day Institute draws upon the years of experience acquired by both the National Center for Voluntary Action and the National Information Center on Volunteerism, in training and education programs for the leaders and administrators of volunteer programs. The Institute is planned as a working practicum that will provide both the novice and experienced trainer with theoretical information and practical expertise in vital aspects of training design and implementation.

The Training Design

The content of the Institute will explore the various components of quality workshop development and delivery. Major session topics will include:

Adult as Learners and Implications for Trainers
The characteristics of the adult learner and implications for workshop design and trainer responsibility are explored in this session. Participants analyze the adult training group and learn how to use maturity and experience to maximize participation and learning.

Presentation Techniques
A demonstration of ways for presenting workshop materials, this session includes discussion of the advantages and disadvantages of each method and the importance of integrating content, format, and presentation technique.

Training Design and Sequencing
Participants learn how purposes affect training design and presentation and acquire the ability to determine learning objectives and translate them into productive activities.

Group Process and Dynamics
Institute attendees will: practice the essential training skills of facilitating groups and processing workshop activities; learn how to establish and maintain a productive learning environment; become aware of the six tasks of the effective trainer; and improve personal competence through demonstration.

Training Materials: Design, Production, and Equipment
A presentation of design layout and graphic arts methods for the preparation of visual materials, this session also includes techniques for the selection of appropriate audiovisual media and helps participants acquire a basic working knowledge of audiovisual equipment.

Dates

EAST: The (Cleveland) Institute will begin at 4:00 p.m. on June 3, and end at 2:00 p.m. on June 6, 1979.

WEST: The (San Diego) Institute will begin at 4:00 p.m. on September 16, and end at 2:00 p.m. on September 19, 1979.

Institute Sites

EAST: Cleveland—June 3, 4, 5, 6.
Hollenden House
East 6th and Superior
Cleveland, Ohio 44114
Telephone: 216/621-0700
Single/$30 Double /$38
Hotel reservation deadline — May 19

WEST: San Diego—September 16, 17, 18, 19.
Sheraton Harbor Island Hotel
1380 Harbor Island Drive
San Diego, CA 92101
Telephone: 714/291-2900
Single/$39 Double/$49
Hotel reservation deadline — August 19

Registration and Fees

The Institute fee of $125.00 for Voluntary Action Center affiliates and NICOV Service Plan Subscribers, and $150.00 for all other participants, covers tuition and Institute materials only. The fee does not include housing, transportation to and from the conference site, or the Institute luncheon.

Make checks payable to: NICOV
Post Office Box 4179
Boulder, Colorado 80306

Limited Enrollment

Enrollment is limited. In the past, registration for the Institutes has reached capacity up to six weeks prior to the event. To ensure your participation, you are encouraged to register as early as possible.

Further Information

For further information please contact Steve Kelley, National Information Center on Volunteerism, P.O. Box 4179, Boulder, Colorado 80306, (303) 447-0492.

VOLUNTEERS FROM THE WORKPLACE

Final Report Ready

By Isolde Chapin

"IT'S A BEGINNING," SAID SHIRLEY KELLER, DIRECTOR of the volunteers from the Workplace project, as last corrections were being made on the galleys for the more than 300-page report on NCVA's study of corporate and union volunteer experience that began in January 1978. "It's important to think of everything that has been done so far—the time and the research—as a beginning," she continued. "That reminds us of how much more there still is to be done."

Published at the end of March, *Volunteers from the Workplace* reflects the volunteer opportunities made available by companies and unions to their employees and members. The book provides both historic and philosophic background for the involvement of business and unions in the betterment of the community. Avoiding hard and fast conclusions that might not encompass the wide variety of activity in these areas or might otherwise hamper current expansion of volunteer programs, the report is largely descriptive. Any inferences drawn are based on the largest possible sample of companies contacted.

Following "The Case for Corporate Involvement," chapters of the report discuss such areas of volunteer involvement as releasing employees to volunteer, loaning company personnel, group projects conducted by employee volunteers, social service leave, donations of money and materials, volunteer programs in a company's branch operations.

"The Case for Organized Labor's Involvement" leads into chapters on labor's community services, union counselling, the Labor Community Services Agency. Chapters on the retired employee as a volunteer and the role of Voluntary Action Centers as a link with the community complete the body of the report.

Directories indicating the volunteer activities of the companies and unions surveyed and interviewed, along with a glossary and bibliography, form the appendices.

In the area of corporate volunteerism, information collected by the project indicates:

- While 72 percent of the companies contacted permit employees time off with pay for volunteer activities, few records are being kept on this practice of "released time."
- The traditional loan of company executives for fundraising and administrative assignments with community organizations is expanding to include the loan of employees skilled in various areas, such as accounting, engineering, personnel.
- Organized under company auspices, a group volunteer project—answering phones for a telethon, making monthly visits to a home for handicapped children—catches the interest of employees who might not opt for volunteering on their own.
- The volunteer "matching" programs sponsored by 30 percent of the companies engage the services of a fulltime or part-time volunteer coordinator to find the volunteer assignment appropriate to each individual's interests and abilities.
- Granting periods of social service leave—usually from a month to a year—enables employees to devote fulltime to community projects of their own choosing and to make a considerable contribution of time and talent to a project.

With the assistance of the Community Services Department of the AFL-CIO, the survey of 1,100 labor affiliates—international unions, state labor bodies, Central Labor Councils and local unions—further round out the picture of the "volunteer from the workplace."

The study indicates unions often develop special programs involving groups of union members as volunteers, such as conducting flu immunization programs, setting up health fairs, running repair and renovation programs. The union counsellor program, which acquaints union members with community social services, also serves as the common thread linking together union community activities. For example, the International Firefighters Association, using union counsellor training as a

Isolde Chapin is a writer/information analyst for NCVA's Volunteers from the Workplace project.

starting point, encourages firefighters to train as information and referral specialists so citizens can turn to the neighborhood fire station when they need help with problems. In 16 communities a Labor Community Services Agency seeks to provide both union members and other persons with improved social services.

Analysis of the data generated during the study leads to several general conclusions about corporate involvement in employee volunteer activities. First, employee volunteer efforts are viewed increasingly as an important aspect of socially responsible activity on the part of business. Second, despite the growing importance of employee volunteer programs, most are not given serious attention or supplied the necessary resources for success. Third, the "best" programs are those benefiting all participants—community, employees and company. Fourth, the most critical element in the success of the program is the interest and support of top management, including the chief executive officer.

While there is no doubt that organized labor makes an essential contribution to human services programs, through both institutional support and the active volunteer involvement of millions of members, there is no adequate way to measure or detail that contribution. Among other reasons, union members tend to "get lost" in volunteer programs because they are often seen and counted as representatives of their employers, not their unions. As with corporations, unions do not maintain records to provide accurate numbers.

These initial findings form the foundation for further research and effective action in the field of corporate and union volunteer involvement. Allstate Insurance Company Chairman Archie R. Boe, who serves as chairman of the National Advisory Committee for the Volunteers from the Workplace project, foresees "a day when leaders from business and labor alike will be able to review their efforts and those of their fellow workers as having made significant impact on society." Boe adds, "I see a better place to live being made with the expertise and dedication that has made free enterprise in America what it is today."

Volunteers from the Workplace is available for $8.00 from Volunteer Readership, NICOV/NCVA, PO Box 1807, Boulder, CO 80306.

NEIGHBOR-HOOD NETWORKS

Crime and Voluntary Action

By Gerson Green

(Editor's note: With this issue we begin a regular column of reports and thoughts on NCVA's project to provide technical assistance to 70 voluntary community organizations funded by the LEAA Community Anti-Crime Program.

VOLUNTARISM LONG HAS BEEN AN IMPORTANT part of the American criminal justice system. Juvenile courts have used volunteer counseling as an alternative to incarceration. Most prisons have volunteer programs, and former prisoners themselves have created significant projects to provide services to others just returning to the community. Major national voluntary associations, such as the Urban League, NICOV, Jaycees and Junior League, have made significant attempts to develop anti-crime programs to assist individuals with family and emotional problems as well as their need for housing, education and jobs. The contributions of time and energy of such volunteers are indeed of value, but what may prove to be the most important effort is now being developed.

The Community Anti-Crime Program, a project of the Justice Department's Law Enforcement Assistance Administration (LEAA), is the latest voluntary effort to function in this critical problem area. This program differs markedly from most endeavors in that it assumes that only a modest containment of crime can be achieved unless the neighborhoods most directly affected attempt to come to grips with the problem. There is considerable evidence to support this assumption. For instance, the great increases of public investment in our court, police and corrections systems over the past decade have failed to reduce our very high crime rate—second only to South Africa of the developed nations.

Rep. John Conyers, who chairs the House Judiciary Subcommittee on Crime, is the primary parent of the Community Anti-Crime Program. "Given the lessons we have learned in 10 years and more than six and a half billion dollars," he said, "I believe it is time we moved in a new direction. We need to scale down the rhetoric and the expectations regarding what the federal government can contribute. Involving people in their neighborhoods and communities in law enforcement efforts is essential. This vitally important ingredient of crime prevention—community participation—is most in need of federal assistance at this time."

The Community Anti-Crime Program supports voluntary community organizations and institutions which recognize that somehow the strengthening or the creating of neighborhood identity may be the key, rather than a limiting dependence on bureaucratic methods or on specialized voluntary efforts such as counseling.

Rev. John Nowlan is chairperson of

Gerson Green is the research and publications coordinator for NCVA's Community Anti-Crime Technical Assistance Program.

the Campaign for the Community Anti-Crime Program (an association of more than 200 voluntary community organizations and institutions) as well as the North Central Detroit Community Organizing Project. He recently expressed the feeling most prevalent among leaders of community organizations about the capacity of our traditional institutions when he said, "We have been successfully laboring to build voluntary, self-help community organizations to cope with the problems that afflict our neighborhoods, and to take advantage of opportunities to improve our areas. This has become a necessity because the institutions on which we rely are unable to adequately deal with our problems without us being deeply involved."

This reasoning led the program to identify and support mass-based, democratic, multi-issue community organizations. James Hagerty, director of LEAA's Community Anti-Crime Programs Division, and Cornelius Cooper, assistant administrator of the Office of Community Anti-Crime Programs, have described this emphasis on independent voluntary associations as "the fourth branch of our criminal justice system."

One hundred and fifty such organizations and institutions have become involved as partners in the program in every region of the nation. There is a clear self-interest for the communities to participate in the program. As they are among the highest of crime-rate areas, they have an immediate need to enhance the security of their residents, particularly the elderly and women, the most vulnerable elements of their population. As a result, they have begun to develop neighborhood patrols, escort services, property security projects, community education workshops and working relationships with police.

Many of the participating organizations recognize that they cannot determine decisively the future of their neighborhoods while experiencing high rates of crime. While their primary goal is to stabilize or revitalize their communities by concentrating on housing, city planning and services, schools, health and social services, they have found that their energy has not resulted in generating the necessary investment from the public and private sectors. Investors are loath to target funds for housing or commercial revitalization in high crime areas.

Although the community anti-crime effort has been operating in the field for only one year, community leaders are beginning to indicate that many of their programs have been effective in changing the neighborhood climate.

"Sometimes the fear of crime can be as paralyzing as crime," said Rev. John Stanley of the North Central Detroit Community Organizing Project. "Our improved police community relations, the walking beat patrols, the mini-station and direct access to Chief Hart and Commander Henry have lessened the fear of crime in the area. Crime is down at least by 9.5 percent, if not by the 20 percent reported by the city.

"But the fear of crime is also down. Citizens will now attend evening meetings. Businesses report their volume is up. Two dealers on State Fair, a gas station dealer and a cleaner, report the best business in years. They attribute the increased volume to the fact that people aren't afraid to walk the streets again."

Community organizations' initial anti-crime efforts, out of necessity, have focused on immediate security issues. Yet it is becoming clear that such efforts will probably prove to be inadequate in poverty areas, for they can have only a limited effect on preventing young residents from drifting into criminal behavior, or in preventing experienced criminals from continuing their well-established patterns. Within the next year both the program and the communities will have to assess their potential for dealing with the deeper issues, such as unemployment of young people which results in high rates of recidivism characteristic of low and moderate income neighborhoods.

If the communities are to deal with new directions for a long-term solution, they also will have to increase their research and advocacy efforts. "Making it" is the crucial problem that must inevitably lead the communities to an assessment of the role of our economic system in the creation of conditions which breed crime.

The assumption that the affected communities must assume major responsibility for devising approaches to crime prevention and reduction has great merit, given the successful precedence of community organizing on the issues of redlining and highway construction. The Community Anti-Crime Program may well be an important part of the effort to create a more effective approach to improving many neigbborhoods.

Within the next year communities will have to assess their potential for dealing with the deeper issues, such as unemployment of young people, which results in high rates of recidivism. They also will have to increase their research and advocacy efforts.

NICOV TAKES A LOOK AT...

SUPPORT FOR THE DYING

Edited by Debbie Boswell
National Information Center on Volunteerism

The Shanti Project

By Charles A. Garfield, Ph.D.

(Editor's note: NICOV and NCVA are exploring means for disseminating the Shanti model nationally.)

WE HAVE ALL BEEN BORN, WE will all die. These are simple truths, yet the experience of dying is rarely so simple. For people who have learned that they have a terminal illness, for their families and their friends, death becomes as immediate as life, as immediate as their feelings of fear, confusion, anger and alienation.

What can they expect when the prospect of their own deaths has changed from a distant possibility to a present probability? This year 75 percent of people who die in the United States will end their days in hospitals or nursing homes. They can expect unfamiliar surroundings and procedures, intense conflicting feelings, and inadequate emotional support.

There are many reasons for this grim picture. Among them is the culture in which we live. Our culture teaches us to deny death and dying by making available great technological and medical advancements that prolong the time for living and dying. Many therapeutic treatments offer precious time in which people can come to terms with their deaths, their feelings and the relationships important to them. They gain a chance to share their fears, sorrows, love and growth. Yet this gift can weigh heavily if the psychological realities of dying are ignored. Many people will be left alone with their fears, having no one with whom to share their last days.

The Shanti Project represents a hope for change in our culture's scenario for the dying. "Shanti" is a Sanskrit word that means inner peace. The Shanti Project is a volunteer counseling service in the San Francisco Bay Area, which offers caring, ongoing support to patients and families facing life-threatening illness.

Prior to founding the Shanti Project, I was concerned with the inadequate support available to the dying, their families, and the health care professionals who work with them. Along with others who shared my concern, I searched for an inexpensive and flexible alternative for dealing with the emotional needs of people facing life-threatening illness.

Stewart Brand, originator of the *Whole Earth Catalogue*, came up with a simple concept that is now the basis for Shanti's community service operation. Brand suggested that a group of volunteers, who had the interest, ability and time to work with the dying, could be organized and reached at a central telephone number. Volunteers could be matched with a client according to their ability to meet that person's particular needs.

This idea became a reality in February 1975, when the first Shanti telephone line was installed. In the beginning there were only 14 volunteers. Now there are almost 100 counselors providing more than 50,000 counseling hours per year, with no cost to clients.

Shanti's services are available to anyone who desires to use them. The process is simple. There are no forms to fill

A Shanti volunteer with client.

Dr. Garfield, one of the nation's leading authorities on the use of volunteers in the health care system, is a psychologist, writer and lecturer as well as founder and director of the Shanti Project. He currently is assisting nearly 50 groups modeled after the Shanti Project.

out; all one needs to do is call. A 24-hour message service is available for anyone who calls outside of office hours (9:00 a.m. to 5:30 p.m. on weekdays) or when other lines are busy. A member of the Shanti staff discusses the caller's situation and needs in detail, then makes the necessary contact with an appropriate Shanti volunteer.

The problems of those who call are varied. But the one commonality among all callers is a need for someone to listen, to give feedback, and to be willing to do what needs to be done.

Who Are the Clients?

In general, the requests for counseling services come from four different kinds of clients. There are patients who desire one-to-one counseling, companionship and emotional support. These people want an advocate, a constant contact in the often bizarre and rapidly changing medical world they now face on a daily basis. Often the request is for someone to help break the news of illness to other members of the family.

Recently, Shanti received a call from a mother whose 7-year-old son was dying of leukemia. "We have three other children in the family," she said. "They know that Danny is very sick, but we haven't told them that he is dying. I want to tell them; I'm afraid they will be angry and hurt if we don't tell them ahead of time. We've been dealing with the knowledge that our son might die for three years now. It's been so frightening for us. We want the other kids to know, but don't know how to tell them. We need someone to talk to before we talk to them."

Another type of client requests volunteers to spend time with an entire family in which one member is suffering from a life-threatening illness, or a volunteer to work with just one member of a patient's family. Often the strain of dealing with a terminal illness interferes with communication between patient and family at a time when it is desperately wanted and needed. Sometimes a volunteer is there to facilitate communication among family members. At other times he or she is there to support the rights and feelings of a patient's family or spouse, who, without caring support and validation for their own feelings, may withdraw from the patient out of fear, sorrow and a sense of helplessness.

A third group of callers is characterized by the loss of a family member or close friend in death. Such people suffer from the trauma of separation with its pain, fear and loneliness. Unfortunately, they are suffering in a society that does not want to be reminded of death. Too often they are told to mourn quietly and quickly. One caller said, "My 22-year-old daughter was raped and murdered six months ago. I'm working on my Ph.D. in sociology, but I'm still finding it hard to concentrate. I miss my daughter terribly. Even professionals tell me I should be over it by now, and my friends don't want to talk about it anymore. I think it scares them. It scares me! Sometimes I think I'm going crazy."

Finally, there are callers who work with the dying outside the usual institutional setting. They call for support, back-up consultation, or just someone to talk to. These calls come from clergy, private duty nurses, teachers who tutor sick children at home, and others who have intimate contact with the dying, who share their emotional pain, and who come to care very much for them.

JANE

Jane, a single parent, called the project to request a volunteer to help her through her grief. Her only child, a 10-year-old boy, had died two weeks earlier after open-heart surgery that had a 90 percent chance of success. Jane had no family support, and while her friends were good listeners, they were unable to provide her with useful feedback. She needed to talk with someone who understood the psychological aspects of grief and who could point out that her reactions were normal.

A volunteer whose primary expertise is grief counseling was selected. At Jane's request, they discussed the horrors of watching her child attached to tubes and monitors and of not being allowed to hold him, and the anguish of not being with her son when he died. This occurred because caring, but misguided, medical staff felt it would be too painful. They sedated her heavily and put her to bed in a room down the hall.

Jane talked with her volunteer about the need to redefine her own identity (she has seen herself as a mother for 10 years); about the changes in her lifestyle and perspective that have occurred now that no one depends upon her, waits for her, loves her completely; about letting go of any possibility of seeing her son grow to adulthood; about her sleeplessness, her loss of appetite, her inability to concentrate, and her sudden bouts with depression—all typical symptoms of grief.

Jane's volunteer provided loving and practical support throughout potentially suicidal situations brought on by the depths of existential despair. They were able to view her severe depression as a sign that Jane had accepted her son's death and was beginning the slow, undeniably painful process of adjusting to that sad reality.

Jane and her volunteer agreed to work together for as long as they both feel the relationship is a supportive one. In putting together the pieces of her life, Jane is attempting to map out her plans for the immediate future and, with the help of her volunteer, has developed a more satisfactory social life.

The Shanti Volunteers

It takes special kinds of people to respond to these calls and become involved in the lives and deaths of the callers. The Shanti volunteers have varied backgrounds and personal beliefs. Many come from the helping professions; they are social workers, psychologists, teachers, gerontologists and clergy. Others are housewives, architects, students, artists, secretaries and musicians. Their ages range from 22 to 73. What our volunteers have in common is the training, willingness, strength and sensitivity to confront humanely the realities of death and dying. Almost all have experienced profound personal loss and have gained considerable psychological maturity as a result.

Shanti volunteers are client advocates. The word "advocate" literally means supporter, favorer and friend. In serving as a client advocate, a Shanti volunteer is not bound by a

rigid definition of his or her role as are most professionals and family members. Each volunteer becomes an advocate through a commitment determined by both patient and volunteer. At times volunteers serve clients as companions and friends. At other times they consult with medical and nursing staff or family members. Still at other times they clean ashtrays or make phone calls.

A Shanti volunteer is not a professional psychotherapist or member of the clergy, although some function elsewhere in these capacities. However, each volunteer must sometimes deal with psychological and spiritual issues in the interests of a client. Volunteers are aware of the importance of knowing when to contact specific health professionals, such as psychotherapists, physicians, nurses, social workers or clergy.

Volunteers realize that as a willing advocate, possessing considerable expertise in the psycho-social aspects of life-threatening illness, the likelihood of providing meaningful emotional support is maximized. Because they consider themselves guests in the hospital rooms or homes of their clients, volunteers recognize that their sustained presence may be connected directly to their physical, emotional and spiritual utility. For many volunteers, an additional revelation has been that caring for another human being can be as emotionally rewarding for the helper as it is for the recipient.

The Shanti Project is committed to providing continuity of care for all clients. Once a client-volunteer relationship is established, a Shanti volunteer's primary allegiance is to the client, regardless of the institutional setting. For instance, if a client is at home, agrees to a series of hospitalizations, or is moved to an extended-care facility, the volunteer is always there.

Volunteers come to a client's bedside not as singular experts in life-threatening illness, but as advocates wishing to cooperate as fully as possible with professional staff. As facilitators of communication between their client and various health professionals, volunteers are often in a position to offset the all-too-frequent lay perception that hospital professionals are insensitive automatons performing esoteric physiological rites on the bodies of their patients. They can recount experiences in which professional staff emerged as kind, sensitive human beings forced to work under extreme stress, and who possessed vital information about a client's emotional needs. Volunteers remain open to full cooperation with staff in the service of their client's needs.

Because the Shanti Project only accepts firsthand referrals, health professionals and others can obtain the services of a patient advocate only by first familiarizing themselves with the project and then making relevant information known to a patient. A clear, concise explanation by a health professional about the Shanti Project and other community resources allows a patient to evaluate his or her own needs and then decide on the advisability of contacting the project.

Shanti's Requisites for Volunteering

As the project has progressed, we have learned to predict what kinds of people will make the most effective volunteers. Prospective volunteers must submit a statement describing why they want to work with patients and families facing life-threatening illness. They subsequently are invited to an interview with one or two experienced volunteers and the codirectors of the project. In addition to an evident sense of compassion, we look for many qualities,

PAULA

Following an introductory call from a well-known oncologist in the Bay area, Paula, the wife of a 35-year-old man with acute leukemia, called the Shanti Project to ask for help. As a nurse, Paula recognized the importance of emotional support for cancer patients, but her husband, Jim, was not interested in talking with anyone, not even his wife. Paula found the impact of living with the threat to Jim's impending death increasingly difficult to bear and had become extremely anxious and unsure of her ability to care for and relate to her husband. The side effects of Jim's chemotherapy treatments, remissions followed by recurrence of symptoms, the change from outpatient to inpatient status were all causing confusion for Paula and jeopardizing her relationship with Jim.

Paula communicated all of this information during her initial phone call to the Shanti Project, and requested a volunteer who could help her separate the realities of the situation from the morass of confusion. She especially wanted to plan a strategy for coping with her own feelings while reestablishing communication with Jim. Paula asked for a woman volunteer who was about her age and who understood Catholicism, as she felt her religion to be her primary source of support. A volunteer fitting that description was available and met with Paula that evening. After this initial meeting, the volunteer saw Paula often, sometimes accompanying her to the hospital to visit Jim. They spent many additional hours consulting by phone.

Upon realizing how important the volunteer was to his wife, Jim requested another volunteer as his own advocate. He had many unexpressed feelings that he felt he could not communicate to Paula. Most were related to his fear of death, his feelings about the possibility of survival, and his relationship with his parents and brother in Indonesia. Another volunteer was sent to serve as a primary support for Jim.

As time progressed, the volunteer-client relationship evolved into a conjoint format in which the four individuals would meet together as well as in pairs. The help that Paula received in recognizing her own strength allowed her to make it possible for Jim to die at home as he wished. It also made it possible for her to be with him in a loving, calm and supportive manner during his final hours, even though her pain was great. Both Shanti volunteers were with Paula and Jim when he died.

More than six months later, and in the midst of grieving, Paula and her Shanti volunteer still meet frequently. They are attempting to help Paula work through her grief and they discuss various aspects of their shared and separate experiences with Jim. They have become close friends and seem likely to continue their relationship throughout the grieving period and beyond.

among them a high tolerance for ambiguity, an ease in talking about dying (as evidenced by discussion that is personalized rather than predominantly philosophical), an ability for introspection as reflected in extensive self-knowledge, a healthy sense of self-confidence, a high tolerance for frustration, a degree of psychological mindedness, a sense of humility that allows one to view sharing in someone else's dying as a joint process with learning occurring on both sides, an ability to speak and understand various metaphors (religious, cultural, or symbolic), and relevant professional training in counseling, psychology, social welfare, nursing or medicine.

Shanti volunteers do not pretend to be totally altruistic; all admit that the work brings them valuable rewards and enhances their personal growth. However, a prospective volunteer who sees working with the dying primarily as one more event in a series of personal growth experiences would not be accepted into the project; neither would someone whose religious conviction included the need to proselytize. Other characteristics that would exclude a prospective volunteer from the project are a powerful need to control and a strong belief that there is a right way to die.

Volunteer Training

Each Shanti volunteer makes a commitment to work at least one year with the project with the expectation of spending eight to ten hours per week with clients. We consider individualized training, supervision and support necessary for all volunteers. Each initiates his or her potential association with the project by attending a training seminar before being accepted into the program. The training programs are designed to supply prospective volunteers with information about the project so that we may be assured that they are familiar with both the skills required of volunteers and the basic orientation of the project.

Although all volunteers attend one or more prerequisite training seminars before coming to work for the project, we view volunteer training as an open-ended process. We try to facilitate frequent contact between experienced project members and new volunteers. Ongoing training takes place at regular weekly meetings in which volunteers freely share professional and personal expertise in an unusually supportive emotional milieu seldom found elsewhere. We generally follow case-conference format, occasionally inviting guest consultants to speak on training issues of particular interest. In addition to the weekly meetings, all volunteers have easy access to the project's codirectors and staff throughout the week. This contact is encouraged so that volunteers are free to contact those in supervisory positions whenever necessary. I also meet frequently with volunteers to maintain an awareness of the particular needs, skills and development of each volunteer.

At some point in our lives, each of us shall experience both illness and death. Through the efforts of such groups as the Shanti Project, there is hope that these experiences will occur in an environment rich in support and understanding.

The Shanti staff is preparing a manual describing its methods of selection, training and supervision of volunteers as well as its philosophy and organization. For further information, contact Dr. Charles Garfield, Shanti Project, 106 Evergreen Lane, Berkeley, CA 94705.

AS I SEE IT

(Continued from p. 2)

Generally, we have benefited. We have found that many of these principles and methods make our work more effective.

But often we find that, like hand-me-down clothes, the fit is not quite right. It is like putting a square peg in a round hole. One can do it, but it will not work without adaptation. The fact of the matter is that *voluntary nonprofit enterprises are not like businesses.* They have their own distinctive characteristics which require a distinctive management. Before the wealth of management information can be adapted successfully, however, one must understand what those distinctive characteristics are.

What is Management?

We are just now beginning to define management and systematize it as a legitimate field of study. This is true of the various levels of management, including the supervisory level which implements the actions necessary for the achievement of objectives. One reason it has taken so long to label properly a specialty that has existed for so long is that a manager's job can vary from organization to organization, from time to time, from level to level, and from one state of development to another to such a degree that it often has been difficult to see the sameness. But the sameness is nevertheless there.

An organization is a body of interacting persons who anticipate that the benefits of association will be greater than its cost. Management is the activity of applying resources to the accomplishment of the tasks of the organization. Successful management is doing so in such a way that the benefits do indeed exceed the costs. Jackson Martindell, in *The Appraisal of Management*, writes, management is answering the questions, "what shall we do? and how shall we do it?"

Approaching the meaning of management from several directions, we see that it is that component of an organization that studies, analyzes and makes decisions regarding what the business of the organization is and should become. It is responsible for the effectiveness and efficiency of the enterprise, and has the authority to apply resources to meet organizational goals. Its expertise requires such processes as planning, organizing, staffing, directing, motivating and controlling. Management utilizes such methods as marketing and operational research, productivity evaluation, cost-benefit analysis, systems analysis, program evaluation and review, and management by objectives.

In addition, management in the voluntary sector includes a double portion of what we simply call "leadership." For, after all, we have to accomplish what our business counterparts do without always paying for our help.

Why Use the Business Model?

If the management of voluntary nonprofit enterprise is different from business management, then why start with the business management model at all? We must do so because business management research has leapfrogged voluntary-enterprise management by a tremendous bound.

Not only can much of it be applied directly to the management of voluntary enterprises, but also other aspects of the business management model can be adapted. Though many businesses continue to work by "seat-of-the-pants" instinct, and many operate by management folklore which cannot stand up under objective evaluation, there is a wealth of solid knowledge available. Proven principles exist in such quantity, in fact, that many voluntary enterprise managers could double their own effectiveness by systematic application of gleanings from this field of knowledge. There are several reasons why the profit-seeking model is the best starting point.

- As the imminent management authority, Peter Drucker, points out, "Business management is the success story of this century .... It has provided economic goods and services to an extent that would have been unimaginable in the generation of 1900. And it has performed despite World Wars, Depressions, aud Dictatorships."
- In business and industry, improvements in efficiency and effectiveness pay off in dollars. Since investment in improved methodology pays, vast amounts have been spent in identifying better methods.
- The common denominator in both types of organizations is people. Therefore, concepts which have been identified in the field of business in many cases can be applied to volunteers and voluntary associations.
- Management has reached its apogee in industry with its measurable outputs. Rationalization withers away in the light of the unambiguous feedback of the marketplace.
- The findings of management experts operating within business and industry itself have access to large numbers of cases and can base their studies on extremely costly operations which rarely can be duplicated in studies elsewhere.
- Incentives for universities, consultants and other "outsiders" to research business management are so great that the outputs of their research have been almost exclusively for the benefit of business.
- As Dr. J. Malcolm Walker of San Jose State University has pointed out, business provides monetary incentives, the dependence of employees on earnings, and the formal structures of accountability, which greatly facilitate the control of human behavior, and hence produce greater reliability in research findings.
- The profit motive which permeates virtually all aspects of a business organization provides direct realistic feedback for objective evaluation of results.

These are some of the reasons why the profit-seeking model is an obvious starting point. I would recommend that a voluntary enterprise manager use the business model as a basis from which to adapt.

The Characteristic Differences

Drawing upon 25 years of experience as a manager and as a consultant in both the profit-seeking and the nonprofit sectors, and upon extensive study, I have identified 14 characteristics of nonprofit organizations which are sufficiently significant to mandate a distinctive management. These are certainly not all of the distinctive characteristics which separate nonprofit organizations from their profit-seeking counterparts. Some are even derivatives of others. They are not of equal rank. But they are all differences, and they do require management which is not congruent with traditional business principles.

Eleven of my 14 characteristics served as the basis of a study by Dr. David Duhon of Louisiana State University. His study verified that ten were acceptable to a randomly selected sample of management scholars, business managers and nonprofit managers. Duhon found that, "Only number two was not completely verified by this test. Since other available evidence seems to substantiate that [second] characteristic, the manner in which the question was worded may have influenced the answers."

Consider, then, the following distinctive characteristics of nonprofit organizations as compared with profit-seeking organizations:

1. Their purposes are other than profit-seeking. Whether your organization is "expressive" (for the benefit of participants), such as the Masonic Lodge, an artists' association, or a Rotary Club; or "instrumental" (for some societal purpose), such as the United Way, a college or university, or a hospital—it was not established for the purpose of profit. Some voluntary nonprofit euterprises, like the Rockefeller Foundation, may have more financial resources than many corporations. But their reason for being does not lie in providing a service or producing goods at a price greater than their cost in order to generate revenue for an owner or stockholder. While you may be most anxious to generate as much revenue as possible, the production of such income was not the purpose envisioned by tbe founders of your organization.

Ours is a proud tradition. Among our ranks have been Moses, Jesus, Columbus, Franklin, Washington, Schweitzer and Martin Luther King.

2. They are characteristically more complex than their business counterparts. Multiple purposes, achievement of objectives by both paid and volunteer staff, the necessity for third-party funding, and their often "political" responsiveness to a constituency generate more variables for the nonprofit voluntary enterprise manager than for his or her business counterpart. Typically, a small nonprofit organization may be as organizationally complex as a large commercial or industrial enterprise. All else being equal, you do not have as simple a job as a business manager of an organization of the same size.

3. Their principal tool is volunteerism produced by persuasion. Government utilizes the rule of law implemented by enforced or implied coercive powers to accomplish its goals. Business uses the principle of exchange in the marketplace to produce a profit. The voluntary organization relies on voluntarily contributed time or material resources

generated by means of persuasion to achieve its purposes.

4. Money is a means, while in business it is an end. Reduced to essentials, a nonprofit enterprise seeks to utilize a finite amount of money to provide an optimum quantity of services. A business produces goods or provides services to produce a maximum (or optimum) of profit above its costs and/or as a return on investment. It is a matter of direction. You generate the money in order to do the job, while a business does the job in order to generate money.

5. They do not have profit-and-loss with which to monitor operational effectiveness. A business or industrial organization cannot only evaluate its effectiveness as an entity by its profit-and-loss statement, it can also evaluate almost all of its component operational departments and branches by the degree to which they contribute to overall profitability. A voluntary enterprise does not have this valuable tool which plays such a universally intergrating function in business management.

6. Management requires more diplomacy, while in business, management has more autonomy. Authority and accountability in most profit-seeking concerns are normally spelled out more precisely than in the nonprofit field. The pressures of the constituency at a given point in time may run counter to that which is objectively best for the organization. While business certainly has its "political" aspects, management decisions more often can be based on clear-cut criteria and less on the characteristically "political" process of many volunteer enterprises. In the real sense, nonprofit organizations are "governed."

Voluntary nonprofit enterprises are not like businesses. They have their own distinctive characteristics which require a distinctive management.

7. The production of resources and the provision of services are distinct systems, while in business the two are integrated. In most voluntary nonprofit enterprises services are provided to clients who pay nothing (or less than 100 percent of costs). The recipients may not even he identifiable; society itself may be the recipient. Resources are provided by a system other than the service-delivery system. In business, the goods or services themselves produce revenue directly.

8. They have a distinctive management style. While this may also be said of two industries, or two individual companies, studies have shown that individuals with distinct expectations are motivated to seek employment in the two sectors. The nature of the two types of organizations places priorities on certain effective styles at various levels of operation, including management. As a class, business managers are a "different breed of cat," and effectively manage their organizations in a style that might not be effective in a nonprofit enterprise.

9. They enjoy a special legal status. This status provides the nonprofit organization with such advantages as freedom from corporate taxation and certain other statutory requirements. In some cases, such organizations are not under as many regulatory restrictions as profit-seeking firms. Contributions to many of them are tax deductible. They are immune to some of the burdens under which business must labor.

10. They have a constituency. Typically, they have members who have a special relationship to the organization, which is distinct from a stockholder, employee or customer relationship. There is often a loyalty on the part of the constituency, and a requirement that management is accountable to it. Often there is a feeling of both "ownership" and "belonging" on the part of the individuals involved to a greater degree than in business.

11. The market value of their services cannot be measured as precisely. In many ways this is the root difference which keeps certain functions in the providence of nonprofit voluntary enterprise. The effective business executive who manages by measureable objectives might become completely disoriented in an environment with so many unmeasurable factors. On the other hand, the voluntary nonprofit manager can be more effective by developing measurements for as many factors within his or her control as possible.

12. They tend to accumulate multiple purposes. A business will enlarge its product line or expand its services in order to maximize its profits, but its organizational purpose remains the same: to provide a return on investment by profit. As voluntary enterprises utilize an existing organization to meet new needs, their initial purpose is modified, or more often, added to. Many such organizations may even find it difficult to state their purpose in a simple sentence.

13. The quantity of resources available to them is not as limited. Because their success does not accrue benefits to an owner or stockholder, and since contributions of goods, services, money, and sometimes time are tax-deductible, such organizations can draw resources from many sources. Trading of resources, referrals of clients, and joint ventures among such organizations without financial exchange (and from the business sector) are possible.

14. They can persist though their consumption of resources consistently exceeds their tangible output. A business, on the other hand, will cease to exist if it consistently consumes more resources than it can produce. This characteristic of voluntary enterprise can be both an asset and a liability. The condition is possihle because of the utility (benefit) received by contributors, volunteers and constituency as a result of providing the inputs. (The contributor feels less guilt, the volunteer gets satisfaction out of what he or she is doing, and a member of the constituency may enjoy the prestige or security of belonging—as long as they are not confronted with the fact that what they are doing is ineffective.) An informed and ethical manager, of course, will seek to create an output of service in excess of the input of the resources required to provide this service.

READERS' ADVISOR

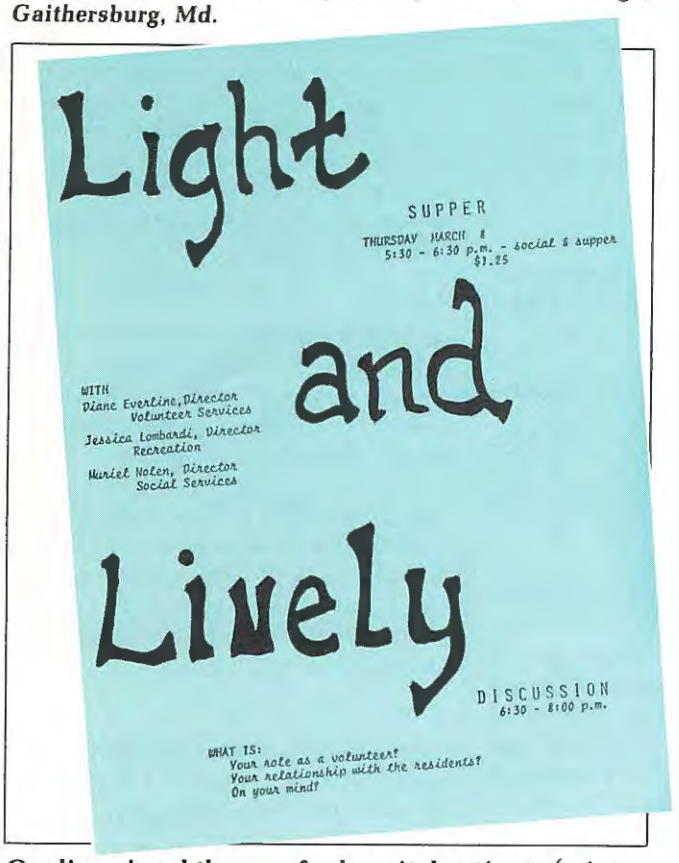
Readers Respond

On stressing volunteer commitment (winter 1979, p. 42):

Here is an idea your reader may find useful. We used it to attract volunteers to an in-service workshop. It was designed to accommodate our evening and weekend volunteers, but many of our daytime people came as well. It proved quite successful.

Our "Light Supper" consisted of soup, salad, sandwich, dessert and beverage prepared by our dietary staff.

We plan to have another "Light and Lively" in the future.—***Diane Everline, Director of Volunteer Services, Wilson Health Care Center, Asbury Methodist Village, Gaithersburg, Md.***



On diversional therapy for hospital patients (winter 1979, p. 42):

I am not a hospital volunteer coordinator, but I have long been a subscriber to your magazine.

I remember reading about an unusual recreational therapy program in which patients learned photography and photo oil painting. I looked it up (winter 1977); it is called Volunteer Services Photographers, "a nonprofit organization dedicated to rehabilitation through photography."

For persons confined in institutions for long periods of time, this program sounds like good therapy as well as an appealing form of recreation.

The address is VSP, 111 W. 57th St., New York, NY 10019.—***Mary Rogers, former secretary and member of board of the Washington, D.C. Women's Arts Center.***

(Editor's note: In a recent *VAL* article, Sean McAlea writes, "The degree of commitment a volunteer makes to his or her job is in direct proportion to the degree to which staff has prepared the volunteer for work." He lists a number of elements which help determine the type and amount of training necessary for each volunteer. Available in a *VAL* reprint, "Motivating Volunteers," for $1.00 from VAL Reprints, NCVA, 1214 16th St., NW, Washington DC 20036.)

Readers Need Your Help

Volunteers for Home Care Services

I am the volunteer coordinator for a homemaker-home health aide service. Our volunteer program is fairly new and I would like to hear from other agencies providing in-home service, particularly recruiting and program area ideas.—**Barbara C. Philbrick, volunteer coordinator of a home care service in Portland, Maine.**

Family Planning Volunteers

I am a social worker for the Maternal and Child Health Division of the Nebraska State Health Department.

I am responsible for developing a volunteer manual for our state's family planning projects.

I am seeking information regarding a volunteer's role in family planning.—**April Harvey, medical social worker, Lincoln, Neb.**

Volunteer Inventories

The California Division of the American Cancer Society is in the process of developing a volunteer inventory system to keep track of types of skills, activities, and time given by our volunteers.

Do you know of any existing inventory systems that we might refer to as models in order to avoid "reinventing the wheel"?—**Jan Butts, student professional assistant.**

THE TOOL BOX

Compiled by Feroza Allee

Step By Step: Management of the Volunteer Program in Agencies. Marie MacBride. Volunteer Bureau of Bergen County, 389 Main St., Hackensack, NJ 07601. 1979. 54 pp. $4.00.

This manual's aim is to present steps toward the development of a partnership between volunteers and paid staff members. Part 1, "Executive Decisions," discusses volunteerism and volunteer program development. Part II, "Manual for Directors of Volunteers," includes sections on recruitment, interviewing, placement, orientation, training, recognition, record-keeping, and more. Sample forms and bibliography.

Options. c/o Volunteer Development Institute, PO Box 31, Falls Church, VA 22046. $5 for 8 issues (introductory offer).

Options is a self-help newsletter designed for the volunteer and community service worker who is seeking recognition for services provided. Contains book reviews, profiles of successful volunteers, career development opportunities in the volunteer/occupational world, etc.

Making Change: A Guide to Effectiveness in Groups. Eileen F. N. Guthrie, Warren S. Miller. 1978. 199 pp. $6.95.

Making Change: Trainer's Manual. Guthrie, Miller, William Grimberg. 1978. 95 pp. $5.95. Both published by Interpersonal Communication Programs, Inc., 300 Clifton Avenue, Minneapolis, MN 55403.

These books provide a conceptual framework and practical ideas to approach community development and bring about positive change. They are oriented toward teaching people the skills they need to gain power and manage change in their lives. Focus is on skills and concept that could be adapted to any issue and any group situation. The latter book also helps design training events.

Let's Measure Up: A Guide for Volunteer Involvement within Churches or Fellowships. Puget Sound Unitarian Council and United Way Volunteer Bureau-VAC of Greater Seattle. Voluntary Action Center of Greater Seattle, 107 Cherry St., Seattle, WA 98104. 1978. 11 pp. $1.00.

"How do we keep the people who do the work in our churches happy—and fulfilled—and wanting to do more?" This question was posed to the Puget Sound Unitarian Council in the fall of 1976 and started it on a path that led to this volunteer manual. It presents the perspective of people who know the problems faced by churches and fellowships in finding and involving volunteers.

Citizen Involvement in the Local Budget Process. The Center for Community Change, 1000 Wisconsin Avenue, NW, Washington, DC 20007. 1978. 50 pp. $1.50.

This publication is one of a series of Citizen's Action Guides intended to help citizens and community groups monitor local and federal public programs and take part in government policy and budget decisions. Contents include the seven stages of the budget process, four keys to effective action, labor management negotiations, etc.

Activities and Action Stir Community Pride. Leslie P. Frazier. Cooperative Extension Service, Community Resource Development, Umberger Hall, Manhattan, KS 66506. 1977. 31 pp. Free.

This is the story of how citizens in a northeast Kansas community of 567 improved their town. Contains information about community improvement methods that may be helpful to persons in other cities and towns.

Setting the Course for Clear Water. National Wildlife Federation's Education Division, 1412 16th Street, NW, Washington, DC 20036. 1978. 64 pp. Free.

This handbook is designed to help citizens participate in the planning program to achieve the 1983 goals of the Clean Water Act, i.e., "water safe for swimming, fishing and the protection of wildlife wherever attainable." Contains background information on water pollu-

tion, regulations and programs for alternatives in sewage treatment facilities, on-site wastewater treatment systems for homes, construction, agricultural, silvi-cultural and mining activities.

The Silver Lobby: A Guide to Advocacy for Older Persons. Clinton W. Hess, Paul A. Kerschner. Publications, Andrus Gerontology Ctr., Univ. of S. Calif., University Park, CA 90007. 1978. 45 pp. $2.00.

A book for "training the trainers," that is, to assist leaders of groups of older persons. The authors outline the procedure for bringing an unorganized group of older persons into a unified, driving force for change. It is a "how-to" book that can educate, inform and mobilize older people as advocates.

It's Good to Be/Have a Friend. Age Center of Worcester Area, Inc., 25 Worcester Center, Worcester, MA 01608. 1970. 31 pp. $1.50.

This is a compilation of 12 years of training courses designed to help those already working with older people and those who desire to do so. Valuable for all age groups and can be used in various settings—nursing homes, institutions and private residences.

Wife Beating: A Selected, Annotated Bibliography. Pamela F. Howard. Current Bibliography Series, Box 2709, San Diego, CA 92112. 1978. 57 pp. $3.00.

This guide was compiled primarily for the lay person but will be useful to organizations and researchers concerned with the problems of abused women. Includes books, pamphlets, periodical and newspaper articles, government publications.

The Place of Volunteerism in the Lives of Women. Arlene Kaplan Daniels, Kersten Eriksson Joslyn, Sheryl K. Ruzek. Program on Women, Northwestern University, 1902 Sheridan St., Evanston, IL 60201. 1975. 38 pp. $2.50.

An exploratory study of four different types of volunteer experiences—in an institution, a family planning agency and hospital service, a national feminist organization and a group of local community women engaged in philanthropic activities. These four types of experiences were chosen in order to get some picture of the range of activities open to women within the general category of volunteering, and to learn about the opportunities open to women who volunteer.

Your Rights as a Disabled Person. Handicapped, Department of Health Education and Welfare, Washington, DC 20201. Free brochure.

Are you disabled? Or the parent or guardian of a disabled child? If so, federal law is on your side. As a physically or mentally disabled person, you have the same rights as anyone else. This and other information on the rights of the handicapped are contained in this brochure.

You Touched Me. A 24-minute, 16 mm color film. Omnificent Systems, 1117 Virginia Street E., Charleston, WV 25301. 1978. $35/week rental. $325 purchase.

A film produced for the Kanawha-Putnam Association for Retarded Citizens focusing on volunteerism as well as the novel program KPARC developed to use volunteers to provide a recreation program for the retarded. It is an educational-advocacy-training film.

Profiles—A Picture of Youth Services in the Twin Cities. Joan M. Hummel, Roberta Berner. Enablers, Inc., 104 W. Franklin, Minneapolis, MN 55404. 1978. 68 pp. $5.50.

This "primer" provides an introduction and overview of the field of youth services in the metropolitan area of Minneapolis and St. Paul. Eight types of services are described in terms of history, need, programs available, funding, and current areas of concern. Bibliography.

Latch Key: Developing Child Care Programs through Community Education. James Cramer, Eleanor Felker, Margaret Lucas. Minnesota Community Education Association, 6425 W. 33rd Street, St. Louis Park, MN 55426. 1977. 23 pp. $2.00.

This booklet examines the rationale and method of using public school facilities for after-school and summer care for young children. Discusses the climate for success, financing, staffing, leadership, curriculum, parental involvement and dealing with the board of education.

By Sanction of the Victim. Patte Wheat. Timely Books, Box 267-A, New Milford, CT 06776. 1978. 208 pp. $5.25. (Conn. residents add 7% sales tax.)

The story of an abused child—who did not survive. Written from the viewpoint of the victim, this book took years of research into an actual case. It points out the need for the active involvement of us all in the protection of our greatest natural resource—our children.

Little Sister and the Law. Office of Juvenile Justice and Delinquency Prevention, Law Enforcement Assistance Administration, U.S. Department of Justice, 633 Indiana Avenue, NW, Room 442 Washington, DC 20531. 1977. 81 pp. Free.

This report highlights the fact that at many points within the juvenile justice system, there is evidence of differential treatment of male and female juveniles. It includes results of a national survey of educational and vocational programs in state training schools, provides a profile of young female offenders, and focuses on communities and what they can do to prevent girls from becoming involved in the juvenile justice system as well as assist those who have been referred to court. A resource section offers information on publications and organizations.

Free U Manual: A National Guide to Operations of a Free University. Bill Draves and Cathy MacRunnels. University for Man, 1221 Thurston, Manhattan, Kansas 66502. 1978. $15.00.

A reference book that is a collection of articles, not a procedures manual. Topics include starting a free u., designing a class session, recruiting teachers, registration, publicity, organization, staff and boards, volunteers, finances, facil-

ities, public relations, management techniques. Loose leaf (with binder) so that future articles may be inserted.

Publicity Tips. The President's Commission on Employment of the Handicapped. Washington, DC 20210. N.D. 31 pp. Free.

Helpful hints for small organizations on approaching media, getting programs and releases set up in proper format, and planning and making the best use of time. The authors have set down some of the basics of a good public relations effort.

Pictures Get Your Message Across Better. Norman H. Ludlow. 516 Arnett Boulevard, Rochester, NY 14619. 1978. 14 pp. Free.

A catalog listing nine books by Ludlow and 52 other titles in the field of graphic arts for group work organization. Includes several art clip books of line drawings showing kids and adults, singles and groups, indoor and outdoor program activities. Specifically designed for nonprofit group-work organizations.

The Parish Communicator. Leonard F.B. Reed, Jr., Diocese of Arlington, Chancery Office, 200 North Glebe Road, Arlington, VA 22203. 1976. 19 pp. $1.25.

This booklet on publicity basics tells how to write news releases and letters, use photographs, create public service announcements, and evaluate communications effectiveness. Its aim is to help volunteers and nonprofessionals communicate and to provide practical tips for those church members who help evangelize through the media.

How to Handle Speechwriting Assignments. Douglas P. Starr. Pilot Industries, Inc., 347 Fifth Avenue, New York, NY 10016. 1978. 40 pp. $3.95.

This is a basic guide for the person in business or government who must write a speech for someone else. It shows how to write a speech and tailor it to the speaker's own personality. Also covered are speaker and audience analysis, research and the mechanics of speechwriting, including an often-overlooked technique, writing for the ear.

LETTERS

A Volunteer's Complaint

Have you ever had someone at a cocktail party tell you what is wrong with the volunteer scene? That happened to me recently. Furthermore, my friend expanded on her discontents the next day. I agreed that her complaints were justified, and I promised to write to *Voluntary Action Leadership*. It will please her to know that she has been heard. It will do us good to consider what has bothered her.

My friend has a Ph.D. in psychology plus 25 years of paid experience. She chose early retirement in order to spend more time with her husband. The first Voluntary Action Center/Volunteer Bureau she contacted suggested that she could play checkers with a gentleman in a nursing home. She declined. Then she and her husband moved across the country, so she tried twice more. The second VAC/VB could do no better. The third did get her on the board of directors of a mental health center, but she was never asked to do a thing. That, of course, was not the fault of the VAC/VB except that no check was made to see if the placement was satisfactory.

I know it takes a lot of effort to find a challenging task for a person with extraordinary talents. You don't have appropriate jobs listed because agencies don't expect you to come up with such people. But some agencies will start a new program if a volunteer appears who is capable of handling it.

Here are three examples: (1) A retired child psychologist provided staff training to an agency serving children. (2) A brilliant high school graduate was placed as a research assistant in a scientific laboratory which had never asked for volunteers. The scientist who got that unexpected summer helper couldn't believe his good fortune. He called back to ask if there were any more like him and was told that such people did not drop in often. (3) A woman recovering from a terrible family tragedy (both children killed in an auto accident) took on the task of organizing a volunteer program for a mental health center where paid staff had failed. It kept her totally occupied for a year, which was exactly what she needed and what the center needed.

But I am not through with my friend's complaints. She agreed to help at a blood bank. While the chores were routine, the cause was worthy. Then one day she was asked to scrub out the refrigerator. Her reaction was, "Hell, I can do that at home." We all know what went wrong there—no job description.

Still the criticism continued. "You people get a willing volunteer, and you keep her at the same task because she does it well. You don't allow a volunteer to move ahead."

Said I, "You are right. Overcoming that tendency is one of our major crusades."

And finally she said, "I am beginning to agree with NOW [National Organization for Women]. Work is not valued unless it is paid work. When I have charged a P.T.A. $100, they handle their business with dispatch and give me the floor. If I go as a volunteer, the business meeting and the children's performances take up most of the evening."

I like my friend even though she didn't have anyting good to say about us. Obviously, it is still not time for complacency.

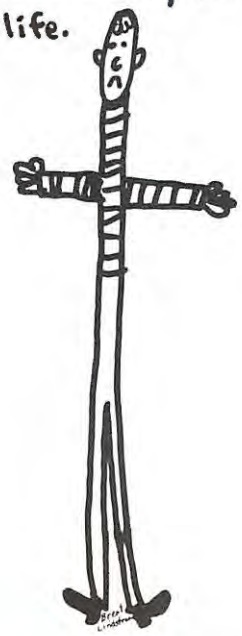
—Dorothy Humphreys
Board Member
Voluntary Action Center of Champaign County, Ill.

International Year of the Child 1979

Poster

Four posters brought to you by the Ralya second grade of Haslett, Michigan for the Michigan State University Volunteer Bureau. You may reproduce this camera-ready art for your volunteer-related publicity purposes.

You have to care for someone or you will have a very narrow life.



A volunteer is someone keeping someone cumpney.

A volunteer does not want money for helping at all! They get paid with a good feeling.

A Volunteer is a person you can trust and depend on!

CALENDAR

The **calendar** lists upcoming events which may be of interest to our readers. However, inclusion does not constitute endorsement by NCVA.

May 22-24 **Amherst, Mass.:** *Frontiers New England*
One of the Regional Frontiers series bringing workshops of the caliber of the national New Frontiers for volunteer leaders to cooperating regions of the country.
Fee: $65
Contact: National Leadership Development Program, NICOV/NCVA, PO Box 4179, Boulder, CO 80306, (303) 447-0492.

May 30-June 1 **Garden City, N.Y.:** *Frontiers Adelphi*
See description for May 22-24.

June 4-6 **Cleveland, Ohio:** *Third Annual Training of Trainers Institute—East*
An intensive practicum designed to equip participants with skills to plan and conduct training sessions which will meet the needs and expectations of adult audiences. Major session topics include presentation techniques, training design and sequencing, group process and dynamics, training materials.
Fee: $125 for VACs and NICOV members; $150 others
Contact: National Leadership Development Program, NICOV/NCVA, PO Box 4179, Boulder, CO 80306 (303) 447-0492

June 19-23 **San Francisco:** *Big Brothers/Big Sisters Annual Meeting*
Under the theme "Year of the Child: A Bridge to the Future," this year's conference includes 26 workshops on parent/child-related issues, agency administrative processes, grantsmanship, individual research studies. Also, Big Brother/Big Sister of the year presentation.
Fee: $85 affiliated members; $110 non-affiliated
Contact: Linda Stafford, Big Brothers/Big Sisters of America, 220 Suburban Station Building, Philadelphia, PA 19103

June 26-27 **Baltimore, Md.:** *Volunteerism: Moving Into the 1980s*
An exploration in current issues and concerns in volunteerism with development of resolutions and recommendations for action. Led by Dr. Eva Schindler-Rainman.
Fee: $50
Contact: Voluntary Action Center of Central Maryland, 711 W. 40th St., Suite 317, Baltimore, MD 21211, (301) 467-1600

Sept. 17-19 **San Diego, Calif.:** *Third Annual Training of Trainers Institute—West*
See description for June 4-6.

Sept. 17-19 **Gulfport, Miss.:** *Frontiers Gulf Coast II*
See description for May 22-24.

Sept. 26-28 **Philadelphia, Pa.:** *Frontiers Mid-Atlantic*
See description for May 22-24.

Oct. 1-3 **Washington, D.C.:** *Second Annual Boardsmanship Institute*
A comprehensive look at board effectiveness and performance with an emphasis on preparing individuals for productive and satisfying board participation. Institute will address board/staff relationships, effective communications, improved organizational performance.
Fee: $125 VACs and NICOV members; $150 others
Contact: National Leadership Development Program, NICOV/NCVA, PO Box 4179, Boulder, CO 80306, (303) 447-0492

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