Voluntary Action Leadership

SUMMER 1984

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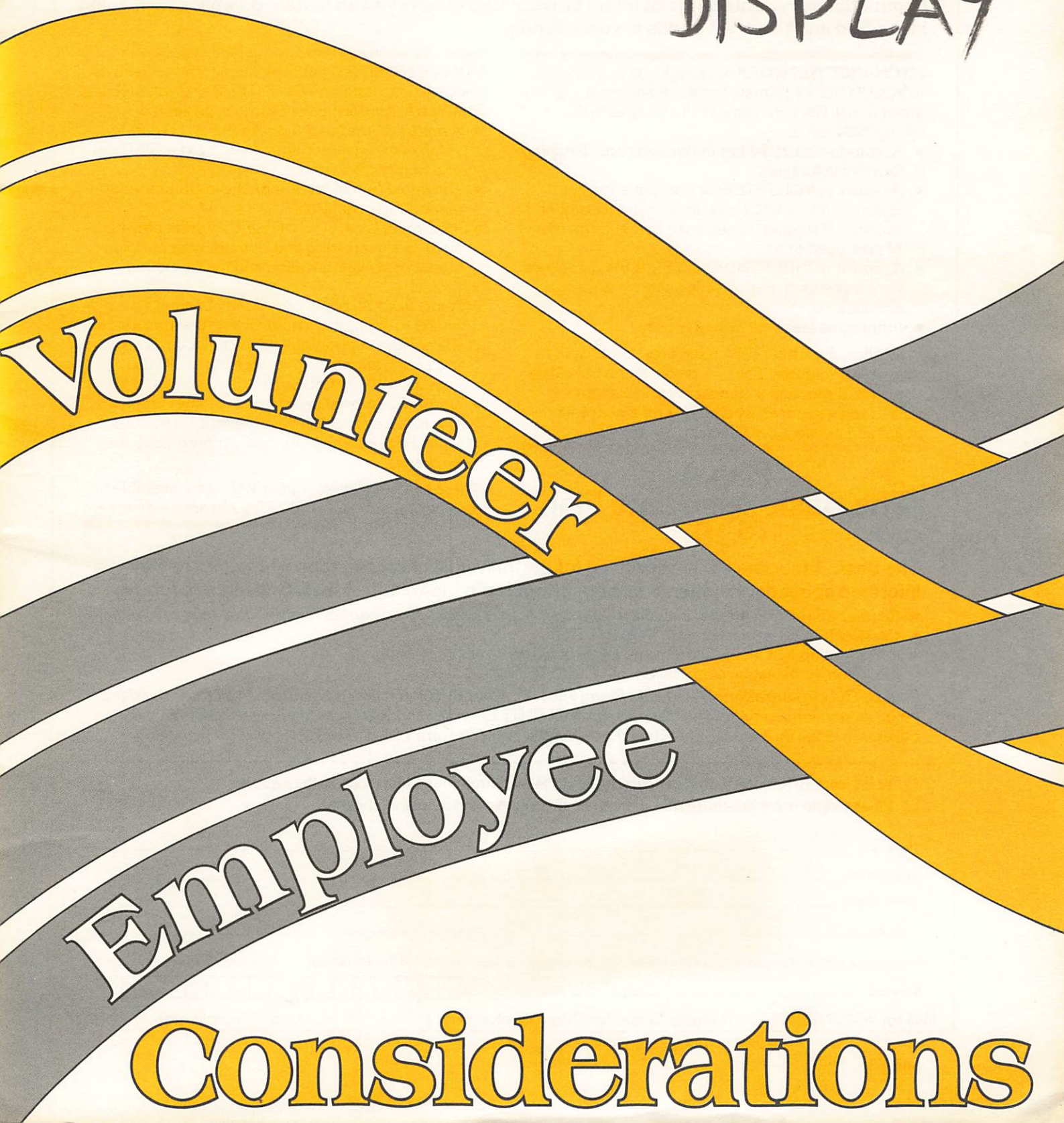

ATTENTION *VAL* Readers

Did you know that VOLUNTEER publishes two timely newsletters containing unique information on volunteering not found in *VAL*? Each keeps you up to date on what's happening in the field and the latest trends in volunteering.

EXCHANGE NETWORKS, an eight-page quarterly, is VOLUNTEER's primary technical and resource-sharing tool. Here are some of the features in the spring 1984 issue:

- A reproducible ***1984 tax-deduction recordkeeping form*** for volunteers
- ***A report*** by VOLUNTEER's Computer Project director on how VACs and other volunteer organizations are sharing resources to computerize many of their operations
- ***A reprint*** of INDEPENDENT SECTOR's guidelines for nonprofits on permissible political campaign activities
- ***Innovative ideas*** for raising money.

In addition, the winter 1984 issue presented "Keys to Successful Volunteer Fairs," a profile of the Columbia (Mo.) VAC's successful, annual event in a shopping mall...and a supervisory checklist for a nonprofit board and its executive director.

VOLUNTEERING is published bimonthly to keep associates up to date on VOLUNTEER and volunteering. The March/April issue, for example, presented

- ***A report*** on the first Anglo-American corporate volunteer conference sponsored by VOLUNTEER and England's Volunteer Centre
- ***The latest Senate action*** on the important volunteer mileage equity bill
- ***Mini-reports*** on VOLUNTEER's current projects, such as Volunteering and Unemployment, Volunteers in Special Education and the Computer Project
- ***News from all over*** — the Junior League's latest efforts to strengthen its advocacy function, a local advertiser's support of Volunteer Macon, Ga., the increasing support of volunteering at all educational levels in California
- ***Up-to-the-minute details*** on the 1984 National Conference on Citizen Involvement — speakers, workshop presentations, new accommodations packages.

These two newsletters — ***plus VAL*** — are available only ***as a package*** to VOLUNTEER's ***Associate*** members.

Plan A
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The Basic Associate Plan is designed for the individual or organization who wants to stay informed about developments and opportunities in the volunteer field. Subscribers receive

- ***Regular communications,*** including *Voluntary Action Leadership, Volunteering* and *Exchange Networks*
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Plan B, The Organizational Associate Plan ($80) and ***Plan C, The Resource Associate Plan ($200),*** offer a range of additional services and discounts on VOLUNTEER publications and conferences. A brochure that outlines in detail the benefits of each of these plans is available from VOLUNTEER.

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Mail to: VOLUNTEER: The National Center for Citizen Involvement, 1111 N. 19th St., Room 500, Arlington, VA 22209.

Voluntary Action Leadership

SUMMER 1984

Published by VOLUNTEER—The National Center

OUR NEW NAME

VAL's publisher has a new, abbreviated name: VOLUNTEER—The National Center. See story in Voluntary Action News section of this issue for details.

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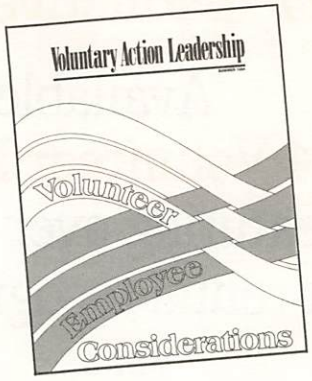

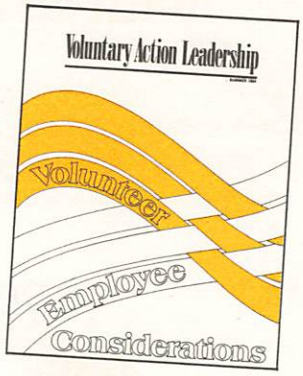

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The volunteer administrator must be able to understand and work with both labor and management in order to look out for the interests of volunteers.

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Voluntary Action NEWS

President Honors Volunteer Award Winners

By Richard Mock

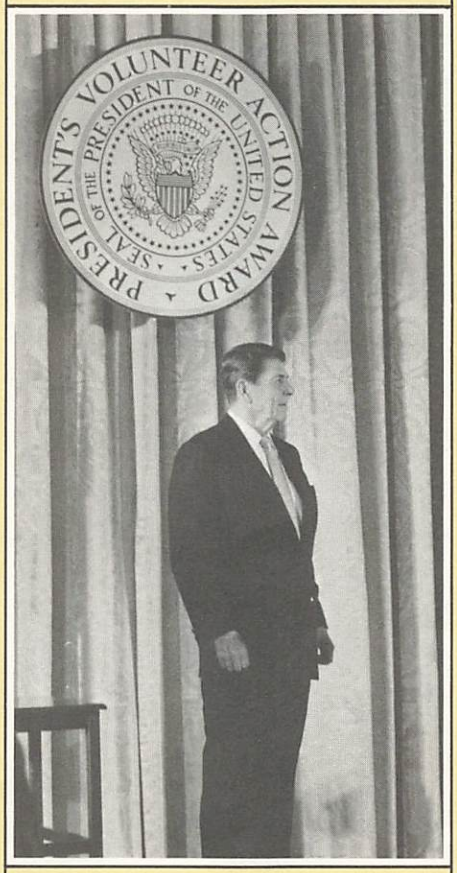
"Each of you has made a personal sacrifice to do the work that you did. None of you ever expected any rewards. Many times, I'm sure there were doubts and lots of discouragement, and it took real courage to carry on."

With these words, President Reagan paid tribute to the 19 recipients of the 1984 President's Volunteer Action Awards (see listing on next page). The occasion was the third annual White House luncheon honoring the award winners—the highlight of three busy days in the nation's capital for the recipients and their guests.

They arrived in Washington on Sunday, May 6. Through a special contribution by The Marriott Corporation, the winners and their guests were housed at the newly completed J. W. Marriott Hotel, the corporation's flagship facility on National Place, just three blocks from the White House.

That evening, they were the guests of honor at a "Welcome to Washington" dinner at the Capital Hilton. Secretary of Commerce Malcolm Baldrige brought greetings from the Administration and paid the first of many tributes the award recipients were to receive throughout their stay in Washington.

VOLUNTEER President Ken Allen, serving as master of ceremonies, introduced other dignitaries who each made brief remarks: VOLUNTEER Chairman George Romney; James Coyne, special assistant to the President for private sector initiatives; and Tom Pauken, director of ACTION. Romney and Coyne presented certificates of appreciation signed by the President to representatives of the program's corporate and foundation sponsors—Aid Association for Lutherans, Atlantic Richfield Company, Avon Products, W. K. Kellogg Foundation, Keyes Martin Advertising and Public Relations, The Mutual Benefit Life Insurance Company, Rexnord and Tenneco Inc. They also presented certificates to several President's Awards Citationists, Aid Association for Lutherans and Allstate Insurance Company; two corporations honored for their involvement in collaborative volunteer efforts, Tenneco and ARCO; and two Washington area residents, E. Brooks Menessa and Catherine R. Finch.



President Reagan prepares to congratulate award winners as their names and contributions are announced.

On Monday morning, many of the award recipients visited with their Senators, Representatives, staff from national voluntary organizations and government officials. At 11:15 they gathered in a light drizzle at the White House gate for the high point of their brief stay in Washington. After security checks, the guests proceeded up the drive and entered the White House through the Diplomatic Reception Room.

Following a brief orientation in the Blue Room, the guests were ushered

Richard Mock is the director of the President's Volunteer Action Awards.

into the East Room, the largest room in the mansion, for the luncheon. As soon as the more than 150 guests had found their places, a Marine guard announced, "Ladies and gentlemen, the President of the United States."

After lunch, Reagan made brief remarks. Comparing the descriptions of the award recipients to his regular reading fare, he said, "I want you to know that recently I've had a chance to do some reading that not only riveted my attention, but filled my heart with pride. It's a feeling that I know all Americans would share if they, too, had a chance to see what I see. I'm referring to the citations for the awards that you're receiving today and the descriptions of the incredible work that you've done through your organizations or as individuals to better the lot of others. What magnificent stories there are to tell about each of you."

Following his remarks, Tom Pauken read brief descriptions of the award recipients as they received their sterling silver medallions from the President, who was assisted by Governor Romney.

The solemnity of the occasion was relieved somewhat when Elizabeth Terwilliger, who received an award for her work in environmental and nature educational programs for school children, led the luncheon guests, including Reagan and Romney, in a demonstration of how birds learn to fly.

Later that day, the 19 award winners were honored at a reception in the Rayburn House Office Building on Capitol Hill. Hosted by Senator David Durenberger of Minnesota, a VOLUNTEER board member, the reception provided an opportunity to introduce the volunteers to the Washington volunteer community. Among the more than 300 guests were several members of Congress, members of VOLUNTEER's board of directors and the National Voluntary Service Advisory Council, staff from Washington offices of corporate sponsors of VOLUNTEER and national voluntary organizations, and local friends of the award winners.

Award winner Elizabeth Terwilliger captures attention of President Reagan, guests and press at White House luncheon.

The 1984 President's Volunteer Activist Award Winners

Americares Foundation
New Canaan, Connecticut

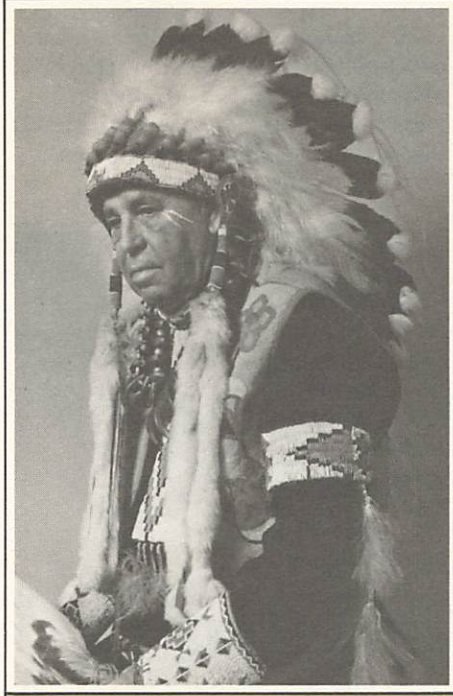
Robert Macauley founded Americares in 1979 to provide needed relief supplies to countries around the world. Since then, the foundation has made 21 major shipments of medicines, pharmaceutical supplies and new clothing valued at over $14.5 million to Poland, Lebanon, Pakistan, Afghanistan, Guatemala and El Salvador. At Christmas, the foundation sent 5 million chocolate-covered nutrition bars and 2 million disposable diapers to Poland, each carton marked "From the kids of the U.S. to the kids of Poland, with love."

Irene Auberlin
Detroit, Michigan

Irene Auberlin founded World Medical Relief in 1953 as a way of sharing surplus medicines and medical supplies from the United States with medical facilities in countries with limited resources. Since its founding, World Medical Relief volunteers have sent nearly 6,000 tons of needed materials, worth half a billion dollars, to missionary doctors, hospitals and clinics in countries such as Haiti, Pakistan, Ghana, Taiwan, the Philippines and South American countries.

Bill and Pat Barton
Naples, Florida

In 1978, concerned about the use of drugs by their own children and other children in their community, the Bartons and other parents formed Naples Informed Parents. In 1980, as a result of the success of the local program, the Bartons joined with parents from 20 states to form the National Federation of Parents for Drug-Free Youth. The Federation has continued to grow, and today involves over 4,000 parent groups across the country. Bill served as the first president of the organization and for nine months ran the Federation out of the Barton home. Pat served as development chair and wrote two educational manuals for the group.



James F. "Buck" Burshears
LaJunta, Colorado

Fifty years ago, when Buck Burshears assumed responsibility for a Boy Scout troop, he decided to mesh his interest in American Indian lore with the troop's activities. Today, the resulting Koshare Indian Dancers continue to research, preserve and demonstrate Indian dance and culture. Over the years, the troop's performances have raised over $10 million to build an Indian museum near LaJunta. Under Burshears' leadership, over 525 boys have attained the rank of Eagle Scout—a record more than five times the national average.

Children of the Night
Hollywood, California

Every year, thousands of teenage boys and girls, many of them alone without any support, arrive in Los Angeles and soon gravitate toward the Hollywood area. Many are befriended by the pimps who converge there and who offer attention, drugs and promises of easy money. Soon they are caught up in the life of prostitution. In 1979, Dr. Lois Lee founded Children of the Night, a community-supported program designed to help these young people find a way to begin leading profitable lives. The program includes a telephone hotline and assistance with jobs or returning home. Since the program, Dr. Lee and the volunteers have provided temporary shelter for over 250 young prostitutes.

Corporate Angel Network
White Plains, New York

Because it is frequently necessary for cancer patients to travel long distance for treatment, Jay Weinberg and Priscilla Blum formed the Corporate Angel Network to utilize the vast resource of empty seats on the scheduled flights of corporate jets that cross the country daily. Still growing, the program now involves aircraft belonging to over 250 corporations and labor unions and provides some 20 flights each month.

Delaware Vietnam Veterans Leadership Program
Wilmington, Delaware

The Delaware VVLP was formed to serve the state's veteran population with a special emphasis on the 25,000 Vietnam era veterans. One main emphasis of this buddy system program is assisting veterans in their search for employment. VVLP works with the Delaware corporate community and has sponsored a successful job fair. Since 1981, the VVLP has placed over 55 veterans in unsubsidized jobs.

Friends of Copper Mountain College
Twentynine Palms, California

When the residents of the sparsely populated Morongo Basin lost their eligibility for funds for a much needed community college facility, a group of area citizens joined together to raise the funds to build their own college. Working with the goal of "a community college built by the community," they began their fundraising activities with the sale of two rugs quilted by senior citizens. Within 18 months, the group had raised $1,850,000, enough to build the first buildings and construct the necessary roads.

Knights of Columbus
New Haven, Connecticut

Through the 8,000 chapters of the Knights of Columbus, more than 1.4 million people are active in community activities each year. The $52 million raised by the Knights in 1983 assisted local charitable causes, disaster victims, churches, homes for the aged and orphans, scholarship and educational programs, schools and libraries. In addition to the fundraising activities, Knights spent more than 13.4 million man hours in community service to youth, hospitals, orphanages and the Catholic Church.

Laid-off Employees Assistance Program, ARMCO
Middletown, Ohio

In November 1982, a group of blue and white collar workers at ARMCO formed the LEAP program to assist the more than 1,100 steelworkers laid off at the company's Middletown works. Over 600 employees volunteered to raise funds, provide assistance with creditors, develop lists of social service agencies and assist in the search for employment. In all, they raised over $278,000 and arranged for a local supermarket chain to provide substantial discounts to the unemployed workers.

Levi Strauss & Co.
San Francisco, California

For over 130 years, the philosophy of the Levi Strauss Company has been that being in business means more than making a profit. Levi Strauss originated the Community Involvement Team concept, and today company-sponsored CITs are active in 52 communities. The teams analyze local problems and develop their own programs to meet local needs. The company provides technical assistance and training support to the CITs.

Nick Monreal
San Antonio, Texas

Eight years ago, Nick Monreal founded Teach the Children, a program designed to raise funds to buy school supplies for underprivileged children. During its first year, Teach the Children raised $350 and assisted 284 children. By 1983, the program raised $106,000 and assisted over 9,000 children in ten school districts. The program is currently expanding into the Rio Grande Valley and will be replicated throughout the state in 1985.

Tom Rader
Dos Palos, California

For the past eight years, Tom Rader, a disabled veteran, has served as a volunteer probation officer with the Merced County Probation Department, supervising and counseling up to 20 adult and juvenile probationers at a time. He has also developed a program through which young people can be assigned to alternative work programs in lieu of jail sentencing. He teaches gun handling classes and established a much-needed neighborhood watch program in Dos Palos.

San Diego-Imperial Counties Labor Council, AFL-CIO
San Diego, California

The San Diego-Imperial Counties Labor Council formed the Unemployment Information and Assistance Center to address needs of the large number of unemployed union members in the San Diego area. Working together with other local agencies, the Council recruited 350 active volunteers, both employed and unemployed, to conduct food drives, assist with preparation of food packages and distribution of surplus commodities. In 1983, the Council distributed over 35 tons of food to the families of unemployed workers.

Chris Stout
Everett, Washington

Soon after Chris Stout moved to the farming community of Everett, Washington, with her husband and four young children, she realized that there was an enormous amount of food going to waste in the nearby fields after harvest. As a result, she founded a gleaning program to provide food to

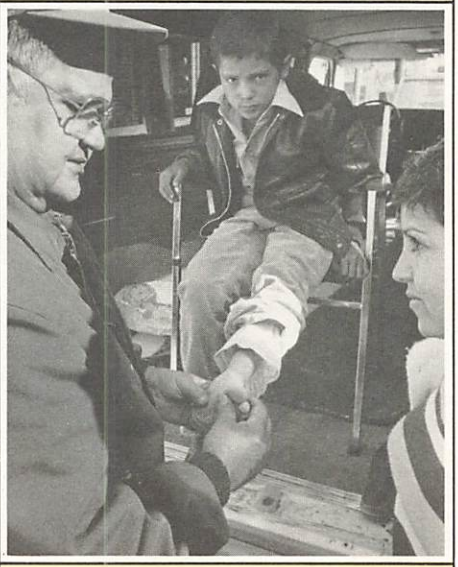
many families who were struggling to make ends meet and a household thrift shop known as Sparrow Ministries. Today, there are over 150 families involved in the program.

Elizabeth Cooper Terwilliger
Mill Valley, California

Long before ecology became a household word, Elizabeth Cooper Terwilliger pioneered environmental education in Marin County, California. For 30 years, she has conducted her "Bird-in-the-Hand" program out of a van outfitted as a nature laboratory and through hiking, canoeing and bicycling field trips. She has appeared in five habitat films and written family-oriented books on nature. Terwilliger has been a leader in the development of playgrounds and bicycle and nature trails. In 1975, the nonprofit Terwilliger Foundation was formed to expand and continue her work.

Volunteer for Minnesota
St. Paul, Minnesota

The Minnesota Office on Volunteer Services developed the Volunteer for Minnesota Program in 1981 as a mechanism to assist communications throughout the state in meeting its unique needs through local partnerships. A 50-member planning committee developed manuals, promotional materials and a training program designed to facilitate local development of effective citizen involvement programs. The program involved over 150 volunteers at the local level and was funded by 20 Minnesota corporations and foundations.



Ray G. Villarreal
El Paso, Texas

Every Sunday morning for the past 18 years, Ray Villarreal, who runs a corrective shoe business in El Paso, has driven across the border to Juarez, Mexico to fit orthopedic shoes, braces and artificial limbs on crippled children. During Christmas 1983, he distributed shoes and toys to over 3,000 Mexican children and organized a clothing drive for El Paso children that resulted in five truckloads of donated clothing. He also has organized orthopedic clinics in Juarez through the Shriners' Hospital.

Glenn Williams
Seattle, Washington

Since his release from Alcatraz 23 years ago, Glenn Williams has devoted his life to aiding families of incarcerated men and the inmates upon their release. In 1972, he founded Attica, Inc., an organization that provides transportation for families to visit their husbands and fathers in prison. In 1981, Glenn founded Teen Intercept, a program aimed at educating high school and college-age young people about the consequences of the illegal use of drugs and alcohol.

VOLUNTEER Becomes 'The National Center'

At its annual meeting on May 8, the VOLUNTEER Board of Directors approved a change in the organization's official name to VOLUNTEER—The National Center.

The name change comes with the growing recognition of VOLUNTEER as the primary national leadership organization for the volunteer community and corresponds with the increasing use of the name "Volunteer Center" by local voluntary action centers.

'Community Reps' Promote VAC, Volunteering in P.G. County, Md.

By Donna M. Hill

When Mary Louise de Sarran, librarian for the Maryland Historical Trust in Annapolis, spoke for the first time before the Bowie City Council, her purpose was not to voice an opinion on a local issue; it was to promote volunteering. She told Council members about the Prince Georges Voluntary Action Center and spoke about the need for more citizens to be involved in their community.

It was step one in carrying out her volunteer job description as Bowie community rep: Make Bowie residents aware of the need for volunteers and the existence of the VAC.

Bill Hammill, VAC staff member, created the community rep job less than a year ago to minimize the difficulty of promoting community action in a county as large as Prince Georges. He recruited representatives from different areas of the county, such as New Carrollton and Clinton. These reps, who work independently, interview agencies about their volunteer needs, try to place articles in various publications, talk to mayors and town councils, and lecture at town meetings, civic organizations, veterans' groups, parent/teacher organizations and women's clubs.

Hammill currently has five county reps and is recruiting to expand the program throughout the rest of the county.

"It works pretty well," Hammill said. "So much depends on the quality of the person you get. Unfortunately, there's lots of turnover."

County reps have a big job, and they must be able to act independently.

"They build their own programs," Hammill said. "It's not a volunteer job that's every Monday and Thursday from 10 to 12 o'clock."

The VAC provides support and sends materials, such as lists of community organizations—both those who involve volunteers and those who can provide volunteers. Hammill contacts each rep at least once a month, and they call him whenever they need help.

He looks for individuals who are interested in volunteering and who have lots of contacts. They must know the community and its organizations, and it certainly helps if they're held in some regard by key people. They must be interested in bettering their community because they talk to people in terms of what volunteers can do in their particular section of the county to alleviate community problems. And, of course, they need good communication skills.

Thomas Durkin, a community rep in Fort Washington, Md., fits these qualifications. Since his retirement as a math statistician for the Internal Revenue Service, Durkin has volunteered as a math teacher at the Cheltenham Boys Village. As a member of Toastmasters, he was used to public speaking. And as president of the local community association, he was well-known within the community and active in civic affairs.

The only problem with Durkin is that he's moving to North Carolina, where he plans to continue to volunteer. But even that's not entirely bad for the VAC. His last assignment is to recruit his replacement.

Donna Hill is a freelance writer in Washington, D. C.

VISE Holds First Annual Meeting of Reg. Coordinators

By Dr. Guy McCombs III

On May 24-25, VOLUNTEER's VISE (Volunteers in Special Education) project held its first annual regional coordinators meeting at VOLUNTEER's office in Arlington, Va. The occasion marked the first opportunity for the coordinators to meet and work together.

Selected to provide input at regional VISE conferences and to insure post-conference action in setting up local Volunteers in Special Education programs, the regional coordinators are
Region I (Michigan, Ohio, Indiana, Wisconsin, Iowa and Illinois): Dr. Deborah Livingston-White, Michigan Department of Education;
Region II (California, Oregon, Washington): Dr. William Wilson, San Francisco State University;
Region III (North Carolina, South Carolina, Georgia, Alabama, Florida): Susanne Taranto, Florida Department of Education.

During the meeting, participants gave progress reports and discussed problems with the developing VISE programs in their regions. They also considered what kind of technical support could be given to sites.

Prior to this meeting, VISE staff sent a questionnare to all of the Volunteer Centers involved in the project. The resulting data reflect the type of VISE efforts that are starting up around the country. For example,

- Eighty percent of the VACs/Volunteer Centers involved served communities of 100,000 or more people. Eleven percent serve communities of 50 to 100,000.
- Eleven percent serve an urban community, while 76 percent serve a "countywide area."
- The Volunteer Centers are networking with the following kinds of groups to help them launch their VISE

Guy McCombs is the VISE project director and VOLUNTEER vice president of education and youth programs.

projects:
—senior citizens
—colleges and universities
—nature centers
—high schools
—boys clubs
—rehabilitation centers
—children's dispensaries
—educational task forces

• Eighty percent of the centers project that they will work with 100 or more handicapped children and youth.

• More than 50 percent reported that they will work with young people in several disability categories, including sight and hearing-impaired, autistic, emotional.

• Seventy-one percent intend to provide direct services to handicaped children and youth.

• Twenty-nine percent plan to involve parents of handicapped children/youth as volunteers.

• Fifty-seven percent plan to provide in-service training to teachers, administrators and other personnel in the setting where volunteers will serve.

The survey also revealed that there was a 32 percent increase in VAC involvement within the 14 originally targeted states as a result of the recent "Network Model Development" conferences held in each region to generate support for VISE programs.

In the fall, VISE will conduct the conference in Dallas and Washington, D. C. to seek the interest of project sponsors in new regions. For further information, contact the VISE office, c/o VOLUNTEER—The National Center, 1111 N. 19th St., Suite 500, Arlington, VA 22209, (703) 276-0542.

Husband/Wife Team 'Give Back' Through Tattoo Removal Project

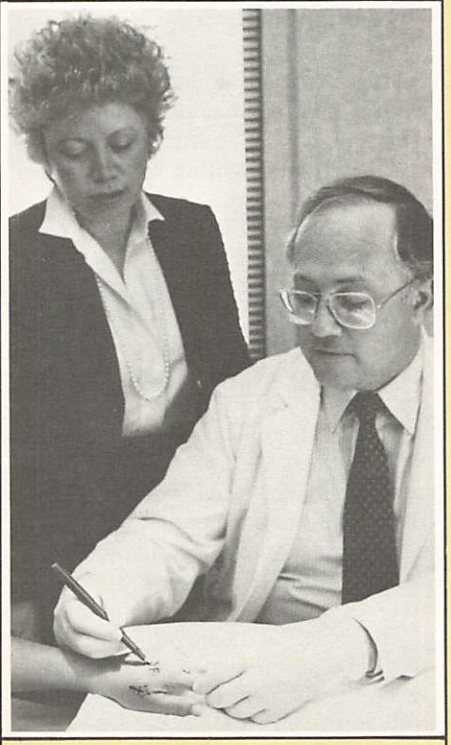
By Jim Hickey

There is a Catch-22 quality to her situation. The girl is 18, a former gang member and having difficulty finding a job. The unsightly tattoo on her hand discourages prospective employers from hiring her. She can't hide it, and without a job she doesn't have the money to get it removed.

Her story is another variation in the cycle of poverty and pain. But in Southern California, a husband and wife team is derailing her trip down that dead-end street.

Karl and Sandy Stein operate the Tattoo Removal Project, a program sponsored by the Los Angeles County Medical Association and the Juvenile Justice Connection Project (JJCP), which provides referrals for services to minors in trouble with the law. The Steins deal with youngsters 18 and under who cannot afford to have their tattoos removed surgically.

Sandy Stein, an attorney, interviews applicants after the JJCP has screened them to determine financial status and parental consent. The youths must convince her of their ability and desire to lead a more productive life. No one has been turned away yet.



Dr. Stein removes tattoo from student's hand as Sandra Stein looks on.

The youths then see a short, detailed film to make sure they understand the removal procedure. It is, after all, a surgical operation and not magic. A scar will be left in place of the tattoo. They are given a week or two to consider it. Some choose not to undergo the surgery.

Those who do see Dr. Stein, a plastic surgeon, on one of the two Saturdays a month he devotes to the project. Small tattoos can be removed under a local anesthetic in less than an hour, usually by cutting out two layers of skin. Larger ones may be sanded down or burned off with a laser.

This is in sharp contrast to some of the crude attempts by the teens who have tattoos.

"They try removing tattoos with lighted cigarettes or needles," says Dr. Stein. "Some go as far as using acid or hot oil."

Being tattooed gives kids a sense of belonging, Stein explains. But when they grow older and try to lead a more normal life, their skin decorations can stereotype them as dangerous and untrustworthy. Job opportunities are scarce, and most social situations prove embarrassing.

The Tattoo Removal Project grew out of Los Angeles Juvenile Court three years ago. Numerous offenders who appeared before Judge Irwin Nebron's bench were marked with tattoos. Many were drug-related in content, such as "M" and "13" for marijuana. (M is the thirteenth letter of the alphabet.) Other tattoos were gang symbols.

The judge also noticed their do-it-yourself removal efforts. He realized that a gap existed in the social service system, for no resources were available for tattoo removal. He contacted the County Medical Association, who asked Dr. Stein to participate.

The program uses neither public nor private funds. The Steins want to keep it uncomplicated, without all the red tape inherent in the funding process. "These kids don't have a high tolerance for the bureaucracy," Dr. Stein says. "They get frustrated and give up. But the doctor-patient relationship shows them that someone cares, that they are dealing with a person and not an agency."

Jim Hickey is a writer in Springfield, Va.

The Steins donate their time and skills, and several hospitals in the San Fernando Valley donate the necessary facilities. But there is a moral contract with the youths to make a fresh start with their lives.

When one young patient returned for his first post-operative checkup, his dirty, greasy hands announced his success in finding employment.

Another of the 400 youths treated by Dr. Stein is a nursing student who hopes to become a paramedic. During her hospital training, she sensed that patients lacked confidence in her when they saw her tattoo. After its removal, the problem disappeared and her confidence returned.

The Steins have been nominated for the 1984 President's Volunteer Action Awards, but then volunteering comes naturally to these Philadelphia natives. Neither could have made it through school without many helping hands along the way. Now it is their turn to reach out. "You can't just take in this world," explains Sandy Stein. "You've got to give as well."

Sandy Stein has coproduced a 15-minute videotape called "Un-Tattoo You," which won an Emmy and several other awards fom media organizations. It presents teens who speak frankly about the social stigma of tattoos and shows Dr. Stein removing a tattoo. The tape is available to all interested organizations. Contact the Tattoo Removal Project, 4910 Van Nuys Blvd., Suite 302, Sherman Oaks, CA 91403, (213) 788-9064.

Volunteers Create Community Caring for Mentally Ill

By Donna M. Hill

In Montgomery County, Md., representatives of religious groups, private organizations and government agencies recently held a series of meetings to seek creative solutions to deinstitutionalized mental patients' need for services. Not ill enough to be hospitalized, these individuals nevertheless can't quite handle day-to-day living without support.

Their solution—where community groups sponsor apartments for sets of three mentally ill people—requires neither large amounts of money nor a platoon of trained paraprofessionals. Rather, it takes a small amount of seed money and a moderate amount of caring volunteers.

"A creative idea in an age of scarcity," says Martha Bramhall, planner and coordinator of the pilot project, which will begin in the community of Olney/Sandy Spring, Md. Bramhall is the associate director of Threshold Services, Inc., a nonprofit organization that brings direct service to people recovering from mental illness.

"Communities must respond to the de-institutionalized," she said. "We hope this type of support will inhibit the cycle of loneliness, fear and isolation, which forces quite competent people to return to the hospital."

In the pilot project, Bramhall acts as a consultant to the Council on Caring, a consortium of churches, which will sponsor the first apartment. The goal is to foster independence and allow the greatest possible freedom for the residents while providing them with a low-key social life in a supportive and financially possible setting.

In general, residents are on their own to tackle minute-to-minute living problems. Sponsors only step in during an emergency or when asked for practical assistance.

The Council on Caring will provide approximately $3,000 to set up the apartment and 10 to 15 volunteers who will give ongoing support, supervision and companionship. After the initial cost outlay (for items such as security deposit, the first two months' rent, hook-up of phone and other utilities, emergency fund, start-up staples in food and cleaning supplies, and insurance), the apartment will be self-supporting through rental assistance, Supplemental Security Income and food stamps, if appropriate.

Bramhall provides ongoing supervision for the project and coordinates 24-hour crisis intervention services in case of an unexpected emotional crisis. She and representatives of the sponsor form an admissions committee to evaluate potential residents.

And she coordinates the most important component—the volunteers.

The sponsor group sends interested volunteers to Bramhall for screening. Bramhall said successful volunteers should balance detachment, empathy and concern. She conducts four 2-hour training sessions, where volunteers learn how to relate mental illness to their own experiences and what kinds of assistance they should offer the residents. Volunteers will spend a great deal of time initially with residents, then decrease the amount of contact as residents make adjustments.

Volunteers will assist, as needed, with such services as monitoring the apartment to ensure cleanliness and safety; talking to residents about problems encountered in daily living; training them in shopping, nutrition, care of their clothing, money management and housekeeping; spending recreational time with residents; and providing transportation to appointments and social events.

They will meet with Bramhall twice each month to discuss their progress and what problems they encountered.

"People who are mentally ill have a problem with reaching out, forming relationships," said Bramhall. "Many fall apart because of loneliness and isolation. Socially, it's better for them in an institution.

"So, with the help of volunteers, our program gets them to experience everyday interaction with their community."

For further information, contact Martha Bramhall, Associate Director, Threshold Services, Inc., Woodside Methodist Church, 8900 Georgia Ave, Silver Spring, MD 20910, (301) 587-1202.

Neighbors Adopt Trees, Parks in Champaign, Illinois

By Pat Sims Hechenberger

The theory that ownership leads to involvement became the incentive behind the Adopt-A-Park/Adopt-A-Tree programs now going strong at the Champaign Park District in Champaign, Ill.

The programs invite participation by neighborhoods and individuals in caring for their parks and trees. Through their involvement, these volunteers not only increase their understanding of their park district but also their enjoyment and excitement—all of which lead to support and commitment within the community.

The Adopt-A-Park program was established at the Champaign Park District in 1982. The idea was to allow people in a neighborhood to assume some responsibilities for their local park in order to maintain and program the park above the level that the Park District can maintain. The adopted park often becomes a focal point for neighborhood activities, which benefit both Park District and adopting group.

The adopting neighborhood is encouraged to determine the needs of its park and to find ways and means to meet these needs. In many of the parks, this involves ambitious fundraisers that include bake sales, car washes and yard sales in the park. The funds raised help pay for an item selected by the adopting group and approved by the Park District, such as a new piece of play equipment, a bench or extra flowers.

Other park groups may concentrate on maintenance such as early morning "spruce-up" activities. The camaraderie heightens as the volunteers take a break with coffee and donuts provided by the Park District.

As the neighborhood volunteers work together, they establish a climate for new friendships, closer ties and concern for each other's property and security. Social activities tend to take the shape of potlucks, pool parties and movies in the park complete with popcorn bagged by the neighborhood's preteenagers.

To adopt a park, a neighborhood spokesperson contacts the Park District. A delegated staff member discusses current usage of the park, the make-up of the neighborhood, the volunteers' primary interests and needs. The spokesperson then invites his/her neighbors to a family potluck in the park. (If the spokesperson doesn't know all his/her neighbors, a city directory can help.) At the potluck, after eating and socializing, the Park District staff member shares the Adopt-A-Park concept, long-range plans for the park, and if needed, suggestions for projects and activities.

By this time, one or more individuals usually will agree to serve as a coordinator. The staff works closely with this person, and in the first weeks makes several helpful, "encouragment" calls. As enthusiasm builds, the ideas and support build; the ownership and commitment to the Park District go hand-in-hand.

In another ownership/involvement program, the Champaign Park District invites individuals, families, Scout troops and other organizations to "Adopt A Tree" in their neighborhood park. The adoptees are primarily new trees (1 to 4 years old) in need of extra special attention. This means checking on the tree one to two times a week, particularly keeping an eye open for vandalism or disease. It also can involve watering and/or spreading mulch if needed.

Participants receive a map with their tree's location circled on it, monthly "Tree Notes" (a collection of tree care tips and little known facts about trees), and a "We adopted a Champaign Park District tree" bumper sticker.

The enthusiastic response to Adopt-A-Tree has been exhibited, for example, by "Tree Parents" calling to inquire about black spots on their tree's leaves and a school class naming its tree and writing stories about it.

Pat Sims Hechenberger is the coordinator of volunteers for the Champaign, Illinois Park District.

Communications Workshop

How to Make Your Writing More Readable

By Tom Johnson

Whoever heard of a grammar book that made the best-seller list? Probably you have. *The Elements of Style* by William Strunk, Jr., and E. B. White not only made the charts some 20 years ago, but started millions of nonwriters down the path toward clear and efficient communication.

In a word, their secret is brevity—tight writing. Every word must count. If you reduce the number of words or sentences or paragraphs, you will get faster and better results.

Of course, Strunk and White are not the sole proponents of concise writing. Many good writing teachers have preached the gospel of the economy of words. Their disciples have discovered the rewards of applying a few simple procedures to everyday memos, letters, ad copy, proposals, and so forth. I offer a few of those principles here (in as few words as possible).

Cut useless words.

Take anything you've written recently, and try to rewrite it in fewer words. Study it to find phrases that don't add anything. If you turn the sentence around, will it come out shorter? Can you substitute two words for five?

Extra words are like static. They get in the way, slow down the reading. So cut ruthlessly.

Here are some common examples of wordiness and their cure. Then play the game yourself.

Wordy: *May we have your permission . . . .*
Better: *We'd like . . . .*

Wordy: *We have an obligation to . . . .*
Better: *We must . . . .*

Wordy: *. . . call your attention to the fact . . . .*
Better: *. . . remind you . . . .*

Write the way you talk.

Many people put on a writer's hat when they take up pen and paper. They play a role: "Now I am a writer."

The result? Stiff and wordy prose.

When editors and writing teachers see a heavy or awkward passage, they often ask the offender, "What is it you're trying to say?" The would-be writer will usually answer in the everyday words he or she should have used in the first place. For example:

Our marketing situation is complicated by the fact that the consumer of services is not one and the same with the donor who supports our operation.

Huh? What you mean is:

The person we help doesn't pay for it. Someone else does.

Use contractions. Write *We won't fight* rather than *We will not fight.* It's smoother and more natural.

If you have trouble taking off your writer's hat, put a picture of one person in front of you as you write. Pretend you're talking to that person. But "talk," don't "write."

Use short words.

Why spend 75 cents when you can get the same thing for two bits? Why write *assistance* when *aid* will do? Why *purchase* something when you can *buy* it?

Run through this list of examples, then check the last thing you wrote:

modification—change
initiate—begin
encounter—meet
demonstrate—show

Sometimes you need the long word to give the precise meaning to your message. Much of the time, however, the short word will do.

Prefer the active to the passive.

Whenever you see a form of the verb *to be (is, am, has been, will become, are),* you're looking at the passive voice. The active voice is usually stronger, and often you can revise a sentence from passive to active. For example:

It is clear to me that you can't ski.
Better:
I see clearly that you can't ski.

In normal conversation, we use active verbs. But for some reason, many people slip into a pattern of using the *be* verbs when they write. You see it often in business and government prose. For one thing, it's easy to evade responsibility this way. Writing becomes more impersonal.

It is believed that the program will require additional funds.
Instead of:
We believe the program will require additional funds.

Also, vary your active verbs. The beginner tries to write with adjectives. The professional knows that strong verbs make strong writing. For example, don't just have the man run. Make him *jog* or *sprint* or *trudge* or *hippety-hop.*

Did your subject *sit* in a chair, or did he *slump* or *stretch out* or *curl up* or *plop* into it?

Active verbs often make the word pictures much more interesting . . . and that leads me to the next point.

Use concrete words.

Good writing raises an image in the mind. Strong writing makes the mind see. Consider these examples from re-

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cent magazines:

In the trough of the national recession a year ago, state and local governments were all but drowning in a $1.9 billion pool of red ink.

Electronic eavesdropping is the most tantalizing tool in the black bag of corporate espionage.

What do concrete words and expressions have to do with the economy of words? A lot! You can make your point a lot faster when your reader has a concrete image in mind rather than an abstract statement.

Lower your "fog" index.

Several experts have devised formulas by which we can measure the readability of our writing. As a rule, short words and short, simple sentences make writing more readable.

Robert Gunning termed his formula a *fog index*, referring to the gloomy mist that heavy writing disperses over a page. His formula is also the simplest to apply:

Take a passage of 100 words or more and figure the average number of words in a sentence. Count independent clauses as separate sentences (e.g., *The leader crossed the finish line in record time, but the second runner was a minute behind.*).

Next, for every 100 words, determine the number of words with three syllables or more. Don't count capitalized words or combinations of words such as *whatever* or *insofar*. Also, don't include three-syllable verbs with *es* or *ed* on the end.

Now, add this last figure to the average number of words in a sentence, and multiply by 0.4. The result is roughly equivalent to a school grade level.

For example, if you get a 9.4 (ignore anything after the decimal), that passage is readable for someone with up to a ninth-grade education.

For business correspondence, ad copy, brochures, fund-raising letters, magazine articles, etc., strive for a fog index of seven or eight. If your writing consistently comes out much higher than this, you're in trouble. Go back over the suggestions above. You'll lower your readability quotient and dispel the fog.

Reprinted by courtesy of the Russ Reid Company from its bimonthly newsletter, Reid Report. ♥

Advocacy

Responding to Media Stories

Provided by the Rexnord Resource Center

Once again, we turn to the rich source of communications materials developed by the Rexnord Resource Center in Brookfield, Wisconsin for this workshop. This time we focus on reaction and response *to the media. (For getting acquainted with the media, particularly in terms of getting your story published or aired, see this column in the fall 1983* VAL.)

WHEN YOU HEAR A STORY or opinion expressed on radio or television, or read something in a newspaper or magazine with which you vigorously disagree, a letter may not provide enough opportunity to express yourself. Editorial replies, possible in several forms, offer an alternative method of registering your opinion either in the letters column or on the "op-ed" page. Editorial replies include a response to a statement of management opinion over radio or television, participating in a radio "call-in" show, or submitting a guest editorial to a newspaper or magazine.

The Editorial Reply

Editorial replies may allow more time or space to express an opinion than a standard letter to the editor. There are limits to that time or space and you should determine in advance the station or newspaper policy. For example, a taped reply on a radio or television station permits a direct response to the station's expression of opinion. Stations still decide who is given air time but that often is determined by the number of requests or the originality of an opinion, or how well it is presented. Again, check the station policy.

In preparing an editorial reply, the same rules apply as for writing a good letter to the editor. Limit your views to one well-constructed and supported idea, and keep the statement short.

Participating in a "call-in" show on

radio provides an additional way to express a viewpoint, either as a caller or as the receiver of calls. In the case of the latter, you must be prepared to defend your position rationally and calmly. Not everyone will agree with you. As many successful politicians will attest, a "call-in" program can be extremely effective if handled with care and taste.

An often overlooked method of expressing an opinion in newspapers, magazines and broadcasting is the guest editorial. Many publications accept well-written material from readers on a wide range of subjects for their "op-ed" pages. Some may be responses to recent editorials or events in the news. A good example is the *Newsweek* column "My Turn." Requests to appear in this popular column are heavy, but local publications offer many similar opportunities.

Editorial replies usually have more impact than a letter to the editor. They should be carefully prepared, as many people will be exposed to your message. Such replies should be reserved for a significant point of view that probably cannot be articulated in a brief letter to the editor.

How To Complain

What happens when you think a story is misleading and call the offending reporter to complain? Do you get the brush-off, an angry denial or a sympathetic ear?

In 1969, the editor of the Louisville *Courier-Journal* was not satisfied with the way reader complaints were being handled. He established the position of ombudsman, or, as some papers call them, readers' representatives. Their jobs are to listen to complaints from readers, to investigate and to report back whether the complaint is justified. If it is, the paper may print a retraction in a prominent section of the paper and may even institute internal changes to insure that such errors do not recur.

Ombudsmen are trained reporters who can judge whether a story has been handled properly. They represent the reader who feels the paper has made a serious error. Only a handful of newspapers has an ombudsman, primarily larger papers where there is little contact between reporters and readers. Most media, however, designate an individual to be responsible for taking complaints from the public. You should encourage your local media to publicize these individuals, or to hire an ombudsman or reader representative.

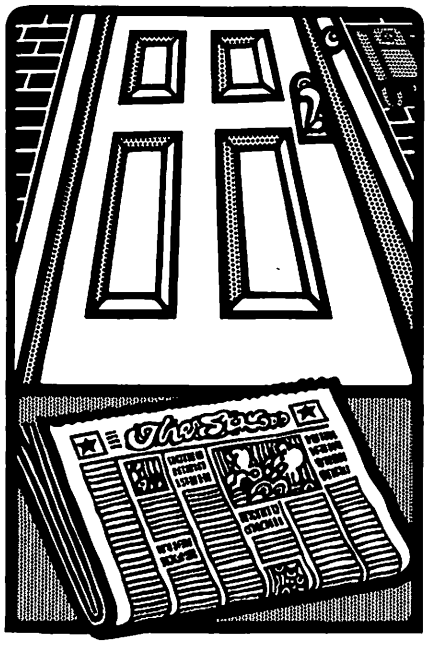
The ombudsman concept was taken a step further with independent news councils that investigate complaints against the media. Such councils have no enforcement power but are taken seriously by journalists for whom accuracy and fairness are top priorities in reporting news.

There are currently three state news councils (which have no government ties but are composed of media and public representatives) in Minnesota, Delaware and Hawaii. The National News Council, also not associated with government, is located in New York. *It deals only with national media or issues.* The address is One Lincoln Plaza, New York, NY 10023.

Reporters under deadline usually have little time to respond adequately to a reader complaint. If the editor is contacted, the reader may obtain more satisfaction, but the editor may be under as much or more pressure. Unresolved disputes can lead to distrust and often hostility. The ombudsman has only one job: to investigate reader complaints and to resolve disputes fairly.

The news council serves as a higher court in reader complaints. Though the state councils and the National News Council have no punitive powers, they have been generally effective both in identifying errors made by the media and in clearing a newspaper faced with an unjustified complaint.

Ombudsmen respond to phone calls and written complaints. News councils require written complaints, which should include as much detail as possible. You should contact a news council, however, only after efforts to resolve the dispute with the particular paper or station have failed.



The FCC, As A Last Resort

The Federal Communications Commission (FCC) was created in 1934 to regulate the communications industry, including radio and television broadcasting. Members of the commission are appointed by the president, and they serve staggered seven-year terms. The FCC grants and reviews broadcasting licenses and administers laws and regulations governing fairness in discussions on controversial issues and providing equal opportunities for candidates for public office. The FCC also maintains a Consumer Assistance Office. Its address is 1919 M St., NW, Washington, DC 20554.

The airwaves can accept only so many radio and television signals without becoming overly cluttered. Some argue, too, that because of the power and pervasiveness of electronic media, controls are needed on the type of material that can be broadcast.

Regulations prohibiting obscenity and governing the equal-time provision during political campaigns are outgrowths of that viewpoint. Many broadcasters and citizens are opposed to regulation of the airwaves and the issue of deregulation of radio and television has been hotly debated.

The FCC monitors broadcasters' service in the public interest, such as religious and community programs, broadcasts on controversial issues and the airing of public service announcements. Broadcasters are required to maintain a file, available for public inspection, that includes the broadcasting license application, letters from the public, and the station's own evaluation of the needs of its audiences and how it plans to meet those needs.

The FCC usually will investigate complaints only after an individual making a complaint has pursued the matter with the station and is not satisfied with its response. Complaining to the FCC should be considered a last resort. The complaint process is lengthy and only in cases of serious misconduct should the Commission be notified. The FCC has a policy to make every effort to avoid intrusion into specific program content. ♥

Considering the Many Facets of Volunteer/Union Relations

By Linda L. Graff

The following article is excerpted from a discussion paper entitled, "Volunteer-Union Relations," published in November 1983. The complete volume is available for $10 (prepaid) in Canadian funds from Publications, The Volunteer Bureau, 155 James St. South, Suite 602, Hamilton, Ontario L8P 3A4.

LADY BOUNTIFUL IS ON HER deathbed. The upper-class woman of the 1800s administering unto the sick, the impoverished and the orphaned is an image of the past. Voluntary action is flourishing, but it does not often resemble the stereotyped notion of charity that the word "volunteer" still conjures up in the minds of many.

The motivating force behind volunteer work may continue to be, for some, the desire to "help others less fortunate." But a new wave of volunteers seeking involvement for reasons such as job preparation, self-exploration and personal growth predominates.

Personal commitment to social or community change has sparked a movement of citizens getting involved in the decision-making that affects their own lives. Manifested in increasing numbers of self-help and community groups, neighborhood associations, environmental lobbies and special interest groups, volunteerism is playing a significant role in social advocacy.

As voluntary action expands into new areas and grows as a movement, we find volunteers performing a wide variety of work under all kinds of programs and sponsorship. While not solely confined to the social service, education and health systems, volunteers do continue to be concentrated in these settings.

Expansion of organized labor into the public sector has paralleled this expansion of voluntary action. Both the labor movement and the volunteer movement, of course, have existed for over a century, but it is a relatively recent circumstance in which both organized labor and volunteers share the workplace. This proximity and participation in similar spheres of service appear to have resulted in each movement taking more note of the other.

Despite the increasing prevalence of coexistence, relatively little has been written about the potential for either cooperative action or tension between the two. In fact, it has been suggested that the issue of volunteer-union relations is one that the volunteer community essentially has avoided for years. It is only in the last several years that we have seen this matter addressed, at least in [Canada], in the literature related to either movement.

Some organizations have examined their own settings and have developed policies about the proper function of volunteers in relation to paid staff. Yet, it appears that many others have not attended to the questions or continue to struggle toward resolutions satisfactory to all concerned parties.

In the past couple of years at the Volunter Bureau, we have seen an increase in the frequency of requests for assistance around the question of volunteer-union relations. Initiated by voluntary organizations, these requests typically

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deal with such questions as "How can volunteers best work alongside paid staff?" "How can an organization maintain quality staff/volunteer relations?" and "What should the role of volunteers be in the event of a strike?"

The following discussion of volunteer-union relations is meant to guide administrators, coordinators, labor representatives and individual volunteers in their difficult and complex decisions. The reader will note a prevalence of diverse, and at times, competing views. It is impossible to recommend guidelines that would apply to many organizations.

What *is* recommended is a careful consideration of the issues by all voluntary organizations whether or not a bargaining agent is present. It is also recommended that they begin to take action to develop guidelines appropriate to their individual setting, and that they employ a tri-lateral decision-making process involving labor, management and volunteer representatives.

Monitoring the Delivery of Human Services: Potential for Cooperative Action

It is an extremely difficult task to sort through the administrative and financial dimensions of the contemporary human service system. For example, we can identify all of the following types of organizational and financial blends to be in existence now:

- Government departments delivering direct services
- Government-financed contracts for direct service administered through voluntary agencies
- Privately funded voluntary agencies delivering direct services
- Privately funded voluntary organizations engaged in social advocacy
- Government-supported "voluntary" organizations engaged in social advocacy
- Private business engaged in the delivery of direct services.

At the same time, we can identify the individual concerns and notions of labor, government and the voluntary sector about what the "ideal" human service system ought to be.

Add to this picture the current economic turmoil in which many are concerned about protecting paid positions and protecting programs and services as governments attempt to pull back on their support of the human service system, and as private fundraising efforts more frequently conclude short of target totals.

As the volunteer and labor movements both monitor the potential for governments to withdraw support of human services in the 1980s, concern arises over how services will continue to remain available. The voluntary sector has come to play a central part in the administration of the human service system while volunteers have moved through changing roles in relation to the delivery of services. Because the voluntary sector and volunteers have been prepared to monitor gaps in services and pilot innovative intervention methods, labor fears that a renewed involvement by the voluntary sector may facilitate government withdrawal.

If one examines the historical development of voluntary action and the objectives of voluntary organizations and volunteer groups, it becomes clear that neither is likely to accept diminished government involvement without protest. Examination of the concerns of labor around maintenance of a comprehensive and accessible human service system suggests that, rather than a growth in tension between the two movements, there exists a clear potential for cooperation between the volunteer and labor movements.

Sharing the Workplace: The Role of Volunteers In a Period of Economic Restraint

The most typical policy around the appropriate use of volunteers has been that volunteers do *not* do the work of paid staff. Volunteers have been employed to pilot new programs, add a client-centered dimension to a program or work as supports to paid staff.

While it can be said, at the most basic level, that volunteers do not do the work typically performed by paid staff, even this line can become blurred. For example, what may be defined in one agency as a paid staff role may be defined by another organization as a volunteer position. Or, a position defined at one point in time as a volunteer position (such as periodic "overflow" typing) may grow into a sufficiently large or continuous task to warrant a part-time paid worker.

At the policy or board level, similar complexities arise. In a large organization the work of treasurer or bookkeeper may demand the employment of a skilled or professionally trained staff person. A smaller organization may manage quite well with a volunteer board member who takes on this task or, as is often the case, a professional accountant may volunteer his or her time to the organization to perform such work without remuneration.

In light of these complexities, generalized guidelines such as "volunteers ought to act in supportive roles to paid staff" are of little use.

Displacement of Paid Staff. It is very important to note the distinction between staff *displacement* and staff *replacement* by volunteers. Regarding displacement of paid staff, it is conceivable that volunteers could be recruited to do work that is currently performed by paid staff. In this situation, funding for the paid position(s) may continue to exist, but is turned to other uses while the program is maintained by unpaid workers. In this sense the availability of a volunteer labor force figures as a threat to the job security of paid workers. Because volunteers can be recruited to do such work, administrators would be able to cut paid positions and still maintain programs. This ability may be furthered because volunteers are more often bringing identifiable skills to their placements, and therefore can be requested to assume greater degrees of responsibility in more demanding or complex positions than in the past.

The displacement of paid workers by volunteers is an issue about which labor is legitimately concerned, although there is general agreement in the volunteer literature about this issue that is congruent with the labor position.

It is generally held by volunteer leaders that it is unethical to displace paid workers with unpaid workers. They feel strongly that while volunteers have a place in the delivery of services, it is a supportive role and should not be substituted for that of paid staff.

In addition to the ethical arguments against displacement, there are a number of other factors working to discourage such misuse of volunteer resources. For example, volunteers are in high demand. There are many more appropriate ways to use their time and talents.

Potential tension or actual damage can also result from displacement. The acceptance of volunteer involvement by paid staff and productive working relationships between paid and unpaid workers are crucial to the successful operation of a volunteer program. Even the suggestion of displacement as a possibility can be sufficient to introduce suspicion, mistrust or antagonism into the workplace. In such a climate, volunteers are less likely to be satisfied by their

involvement, job performance is likely to suffer and the program most certainly will be jeopardized.

Thus, while it may appear to be tempting to administrators of human service programs to consider the cost (wage) saving consequences of displacement, strong resistance to such a move can be anticipated from labor and even unorganized staff, and from volunteer program managers as well. The inevitable tensions and suspicions certainly will affect the program. It is unlikely that such a decision would turn out to be worth the costs in the long run.

Replacement of Paid Staff. The second issue surfaces when funding for paid positions is lost, and it is clear that the program cannot be maintained on any other than a volunteer basis. In these instances, outside forces, such as a shortfall in fundraising appeals or government withdrawal of support, work in such a way as to make it impossible to retain current (paid) staff levels. Administators are encountering this situation more frequently under present economic difficulties. They must face, head on, the possibility of cutting services to clients at a time when client demand is expanding because of the same economic conditions.

The difference, then, between displacement and replacement focuses on timing. With displacement, the potential for using volunteers in service delivery could actually lead to cutting paid positions. With replacement, other factors demand reduction of paid positions and only then is the possibility of volunteer-based service delivery considered. In the latter case, the ethical arguments become less clear because volunteer involvement is not the cause of job loss and can sometimes be the only method available to maintain services to clients.

On one hand, it does seem unfortunate to deny services to "needy" clients when alternative delivery methods are within reach. On the other hand, as labor has pointed out, there are reasonable, longer-term consequences of such actions.

Awareness of the potential to recruit volunteers to fill previously paid positions may actually prove to be a contributing factor in the decision to withdraw funding. For example, if government withdraws support for a service and hears no ardent protest from client groups (because the latter continues to receive some measure of service through volunteers), then that government action is easier. Even though agency management may protest loss of funding as much as possible, larger scale reaction to diminished funding may be "buffered" by the use of volunteers.

A second point to note here deals with the "masking of need" effect of replacing paid staff by volunteers. On the assumption that funding, at some point in the future, may become available, it would be more difficult to press for that funding if the services are being delivered, more or less satisfactorily, by volunteers. In this way, using volunteers could be a deterrent to future re-funding of paid positions.

These arguments against replacement appear reasonable and present the human service sector with a serious dilemma. On the one hand, clients may suffer from a temporary or longer-term absence of needed services. On the other hand, a short-term remedy may work against a long-term solution.

In a unionized agency, the bargaining agent will be present to monitor the potential for either replacement or displacement. The union may move to grievance proceedings and management runs the risk of both losing the dispute and trying to pull together the pieces of a sorely damaged volunteer/staff relationship. Even in non-unionized settings, the long-range risks of replacement and the ethical and practical dangers of displacement may be sufficient to discourage either.

Regardless of whether staff are unionized, management, volunteers *and* staff ought to be clear about the purpose of employing volunteers, what type of work volunteers will be requested to perform, and the limits to that work. Clear policy is required and ideally will be determined trilaterally among management, staff (or their bargaining agent) and volunteer delegates. All three parties should be consulted in the process of adding volunteer positions within an agency or in changing existing job descriptions.

The Canadian Union of Public Employees, for example, has taken note of instances where employers have misused volunteers in "attempts to take away the work of regular employees." To protect the work of the bargaining unit, it has a clearly worded clause dealing with this issue in the CUPE Standard Agreement, which can be negotiated into contracts:

> **Article 3.02 Work of the Bargaining Unit**
> Persons whose jobs (paid or unpaid) are not in the bargaining unit shall not work on any jobs which are included in the bargaining unit, except in cases mutually agreed by the parties. (quoted in Calvert, 1980: 128)

As a "rule of thumb," one might examine closely the nature of the work to be done and determine on that basis who is best equipped to perform the task. While the general policy suggesting that volunteers ought to be confined to "supportive" roles in relation to paid staff can be kept in mind, the complexities of human service delivery make such generalizations nearly meaningless. It should be emphasized, however, that whatever the outcome of the decision-making process, volunteers and paid staff should be fully aware of how their positions relate to those of the other and where the limitations to those positions exist.

In circumstances where an agency is faced with funding cutbacks, the literature seems quite clear that volunteers should never be recruited to displace paid staff as a cost-saving alternative. That is, every attempt ought to be made to save those positions. If their loss is inevitable, however, an agency may consider maintaining some level of service through volunteer involvement. There are both short- and long-term risks associated with such a decision.

The Role of Volunteers During A Strike

The question of what the role of volunteers ought to be during a work stoppage is undoubtedly one of the most difficult and volatile within the issue of volunteer/union relationships. It is the question upon which one can find the most diverse perspectives and advice.

It has become clear to the Hamilton Volunteer Bureau through consultations with voluntary organizations that this question exists in many agencies that have not, as yet, determined policy or guidelines about whether or under what circumstances volunteer resources will be utilized in the event of a strike. It is also clear that the intense feelings that predominate during a work stoppage suggest that this question, perhaps more than any other, ought to be addressed immediately by all organizations in which a strike is at all possible.

There are a number of arguments in favor of employing the services of volunteers during a work stoppage. Depending on the nature of the work conducted by the agency in question, some essential services may be required to continue

throughout the course of the strike. While management personnel will "fill in" as much as possible, there may be gaps within which volunteers could assist instead of bringing in "scab" labor. If it is possible to outline, in advance, what these tasks will be and gain acceptance from staff or their bargaining agent, the use of volunteers may be a more palatable solution than the "scabs" alternative.

It may be even easier to gain acceptance for volunteers simply to continue their regular work but not to take on additional duties. In certain circumstances, such as a hospital or nursing home strike, the assurances, companionship and support offered by volunteers throughout the strike may make it much easier for residents or patients during that period. In an extension of this argument, it has been contended that by looking out for the feelings of patients, volunteers could actually act as a positive public relations factor for the union.

Because feelings run particularly high in the course of a public sector strike, with community attitudes playing a greater role than in an industrial-setting strike, more public attention is turned to the plight of the "client" caught in the middle. I. W. Bruce notes that if union agreement can be obtained for volunteers to perform these services to clients,

> . . . it is often the case that the striking workers are quite pleased that volunteers undertake certain emergency duties. In this way, the union can then feel that it is being militant and pushing its sanctions to the limit but that the humanitarian instincts of union members can be satisfied with the knowledge that their action will not bring about undue suffering. More pragmatically, it will not result in a loss in public sympathy for the strike action because of extreme difficulties experienced by clients. (from "Volunteers and Labor Unions in Great Britan," *Volunteer Administration,* Vol. XI (3).

Another factor that may make the choice of using volunteers during a strike more feasible is the attitude of the volunteers. While most authors have pointed out that all volunteers should be free to choose whether they will or won't cross a picket line, volunteers who willingly agree to do so undoubtedly will facilitate the decision to use them.

A series of eight guidelines concerning the relations between paid staff and volunteers was developed by The Volunteer Centre in Berkhamsted, England. This leaflet notes the problem of volunteers crossing a picket line and suggests

> If volunteers are faced with a picket line which is not prepared to agree that the volunteer workers should cross, the volunteers should not attempt to do so but discuss the situation with their organizer of the voluntary service, who should, in turn, discuss it with union and management officials.

It goes on to note, however, that a prior agreement that is well known by management and all union members would reduce significantly the chances of such conflicts. In the event of a picket line, the Centre suggests that each volunteer be issued a document signed by management and a shop steward indicating the basis on which the agreement to work has been determined.

It is interesting to point out the guideline from this same organization about the role of volunteers during a strike. Consisting of delegates from labor and volunteer staff, The Volunteer Centre committee that developed these guidelines does not discourage the use of volunteers during a strike. It simply suggests a limit to that involvement:

> Volunteers in the situation of industrial action should undertake no more voluntary work than they would do in the normal situation.
>
> Any departure from normal work should only take place with the agreement of management and those staff organizations involved in the dispute.

Whatever the reason and variables in the decision to use volunteers during a strike, certain other guidelines and suggestions may be useful to add here.

Every attempt should be made to set policies cooperatively. The bargaining agent's involvement in determining and approving the volunteers' role during a strike would be ideal. Staff should have detailed information about this form of agreement well in advance so that they understand the limits of the volunteers' role inside.

Volunteers should also be informed (at their earliest contact with the organization) of the policy, expectations and limits surrounding their function during a strike. Some volunteers may choose not to be associated with an organization that uses volunteers during a strike. The volunteers' own position and philosophy should be respected at all times. Further, volunteers ought to be fully informed about what to expect if they are asked and agree to cross a picket line.

On Not Using Volunteers During A Strike. In the summer 1979 *VAL,* Peter Laarman ("Volunteers and Strikes: Good Motives Should Not Be Exploited") points out that the employer-employee relationship in a public employment context does not differ significantly from such a relationship in private industry. Public institutions and voluntary agencies, by definition, are not operating to make a profit and may therefore "give the impression that they are not really employers subject to labor-management problems." However, even without a profit motive, managers in the human service field are under extreme pressure to balance budgets and maintain services. The rights of workers to make wage demands and ensure quality working

conditions do not differ in the public service either.

Appealing to the question of "who's right?" in any strike situation is therefore not a very useful method to determine where one's role as a volunteer ought to be. In fact, it has been argued that "neutrality" should be the key principle guiding decisions. Bringing volunteers into an agency or institution during a strike may automatically establish the "side" with which volunteers will be identified.

While few could object to the rule that volunteers must be able to choose freely whether or not to volunteer during a strike, some contend that asking even a willing volunteer will place that individual in the middle of an unpleasant adversarial context. With the high public profile of a strike in the human services field and the greater tension Laarman contends exists in these settings, a convincing argument can be made against using any volunteers during a strike.

There seems little question that volunteer involvement during a strike will have the effect of prolonging the strike. Although volunteer services may make the experience easier for the patient or client, the net effect may be to draw the situation out longer. Laarman advises:

> The best services a would-be volunteer can render in a strike is to do whatever he or she can to END THE STRIKE. Not only does a strike settlement mean restoration of the best possible services for the consumer, but it also means that volunteers can return to their proper ADJUNCT role in the institution.

An associated risk of volunteers continuing or expanding their regular roles during a strike lies in their potential to go "beyond their depth." Many factors contribute to this potential, such as a volunteer seeing things not getting done and from good intentions being tempted to "fill in"; the absence of usual levels of supervisory input for volunteers because staff are not present and managers are likely to be occupied with additional duties; the absence of adequate training or preparation of newly recruited volunteers or of volunteers recruited to do different work during the strike. Volunteers who perform their duties beyond their ability or their job descriptions can have dangerous results for the volunteers, the client and the agency. In a strike setting, the possibilities for volunteers to go beyond their limits are much greater.

Despite these risks and ethical arguments, some employers will value highly the short-term advantages of volunteer involvement during a strike.

What must be fully considered, however, are the long-term consequences for both individuals and the program. As Sue Szentlaszloi noted in the summer 1979 *VAL* ("The Role of Volunteers During Teacher Strikes"), the relationship between paid and unpaid staff is crucial to a successful volunteer program. Without the full acceptance of paid staff, volunteers will soon detect tension, lose job satisfaction and leave the program. (Without a pay check, job satisfaction serves as the basis for high retention levels in a volunteer program.) It is obvious that paid staff are not likely to favor the volunteer who crosses the picket line or who, in any way, functions to prolong a strike. In perceiving the volunteer to be "on the other side," volunteer-staff relations in the post-strike setting will surely suffer.

When an agency, organization or institution in the human services field considers the possibility of a strike, there are many factors to think through before determining what role volunteers will fill. The decision is not an easy one and valid arguments exist in both directions. It appears that fewer risks accompany the decision not to use volunteers during a labor-management dispute, although it is also likely that service dependents will suffer more.

The Coordinator of Volunteers: Centrality and A Call to Action

The relationship between paid and unpaid staff is central to volunteer retention and to the smooth operation of volunteer services. If paid staff can feel the support of their unpaid coworkers without an accompanying threat to job security, and if volunteers can, in turn, feel approval for their work combined with a sense of personal productivity, the program will be much better assured of success. As manager of volunteer services, the coordinator is key to facilitating cooperative volunteer-staff relations.

The volunteer coordinator may hold a rather unusual position in many agencies or organizations. S/he is likely to be seen as an advocate for the rights and welfare of volunteers; s/he will be perceived in some senses as a personnel manager, and may play the additional role of department head. In an organized agency, the coordinator could be management, a member of the bargaining unit, or in an unusual instance, both. The location of the position varies from setting to setting, but inevitably, as an advocate for volunteers and the volunteer program, coordinators are typically rooted in the middle—between labor and management.

Whether it would be better to be identified with labor or management is a debatable point. What is clear, however, is that the coordinator must be able to understand and work with both in order to look out for the interests of volunteers. This can often mean being centered between conflicting positions.

The onus must be placed on the volunteer coordinator to initiate discussions, to push for guidelines, and to ensure union, management and volunteers are consulted and informed throughout this process. The onus must be placed on the coordinator to keep communication open in order to maintain working relationships with both management and the bargaining agent.

There is no indication that economic constraints are magically going to disappear in the near future. There is no indication that government will suddenly reaccept responsibility for funding all human service positions. There is no evidence to suggest that unions are going to go away. The issues are going to be around for a while and the potential for tensions to increase exists.

While neither the labor movement nor the volunteer movement is new, the attention being paid by each to the other is a relatively recent phenomenon. That a potential for conflict between the two exists over the general question of "who is to do what in the human service system" and over the specific questions of replacement and the role of volunteers during a strike cannot be denied. However, a greater potential for satisfactory resolutions to these questions may develop if each movement will face the justifiable concerns of the other and move in the direction of early and continued dialogue. In most instances, it is likely that such communication will lead to the realization by both that a great ally exists in the other.

(Ed.'s note: In addition to the cited articles by Peter Laarman and Sue Szentlazsloi, the summer 1979 VAL contains another article on volunteers in strike situations by Rochel Berman. The issue can be obtained for $3 (prepaid) from Voluntary Action Leadership, 1111 N. 19th St., Suite 500, Arlington, VA 22209.)

Volunteering and Unemployment: the Flint Conference

A Summary from the VOLUNTEER Report, "Volunteering and Unemployment"

A WEEK BEFORE THANKSGIVing 1983, as the lowest "official" figures on unemployment in a year were released by the government, 40 representatives of business, organized labor, government, nonprofit organizations, church networks, neighborhood groups and unemployed individuals gathered in Flint, Michigan. Their purpose was to discuss the human costs of unemployment and to explore how volunteering might serve as one way to lower these costs and help unemployed people meet some of their needs.

The conference, called "Volunteering and Unemployment," was the culmination of a six-month research project conducted by VOLUNTEER and funded by the Charles Stewart Mott Foundation. The project examined the problems and effects of being unemployed and explored how volunteering by unemployed people might relate or respond to some of their needs.

Building on the findings of the project, three challenges were given to the participants of the Flint conference on November 14-16, 1983:

- To discuss whether volunteering by unemployed people can be a realistic part of efforts to help them;
- To determine what sensitivities, cautions and realities should guide the work of groups that suggest volunteering as a response;
- To strategize about what needs to be done by voluntary organizations, by business, by organized labor, by private foundations and by the government to ensure maximum benefit for unemployed people who wish to volunteer.

The conference was an experiment in many ways. Nowhere before had a group of people from such diverse backgrounds and representing such a range of perspectives come together to concentrate on the "people" side of unemployment and how the human problems of the unemployed might be helped by a human response—their involvement as volunteers. Never before had a national conference to discuss the human side of unemployment been held in a community elementary school and in a city with one of the highest unemployment rates in the country. And instead of a conference format in which attendees passively listened to three days of presentations by a number of experts on the statistical, analytical and academic aspects of un-

employment, conferees were asked to draw on their own experience, perspective and backgrounds as they worked together to explore the various needs of unemployed people and how these needs might be addressed through volunteering.

The project and the conference did not presume to look at the problems experienced by all of the categories of people who make up the unemployment statistics. Indeed, the definition of "unemployed" for purposes of the research was limited to those who recently have lost their jobs and thus are "involuntarily in need." This excluded those who never have been employed (such as youth, students and those termed "hard-core" in statistical analyses), have voluntarily retired or are voluntarily unemployed while contemplating or making career changes. In addition, in advancing volunteering as a potential response, its definition was broadened to examine not only direct service to or by unemployed people, but self-help, mutual assistance, advocacy and political action activities.

This special summary presents highlights of the major ideas, discussions and results of the conference and reflects the type of energy and commitment that characterized both the conferees and their three-day meeting in Flint. The full report, containing the conference proceedings, its background papers and the project's research findings, is available from VOLUNTEER, 1111 North 19th Street, Suite 500, Arlington, VA 22209. Cost per single copy is $3.50.

The Conference Discussions

The conference opened with presentations by four of its partipants—Ken Allen, president of VOLUNTEER; Stephen Hatch, program analyst, Policy Studies Institute, London, England; Katherine Brian, assistant professor, University of Washington School of Social Work; and Paul Lodico, coordinator, National Unemployed Network. The presenters discussed the human costs of unemployment, outlined research regarding the linkages between volunteering and unemployed people and explored the potential involvement of unemployed people in volunteer jobs.

Following the presentations, the conferees were divided into five small working groups to consider several key questions and to identify specific issues and concerns related to the broader topic. Each group was composed of a cross-section of the groups represented at the conference.

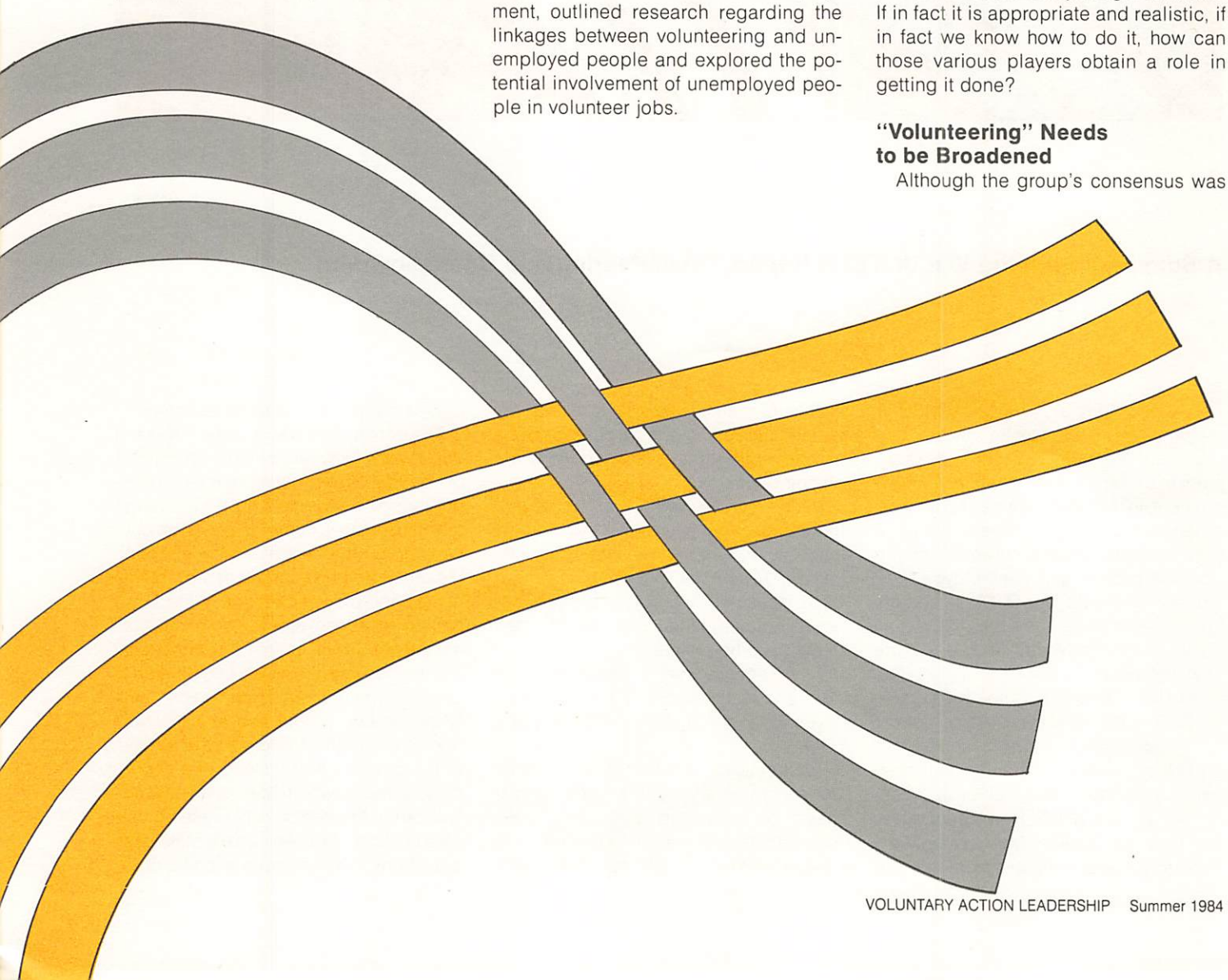
Key Questions

To launch their discussions, the groups considered the following questions based on the findings and results of VOLUNTEER's research in this area:

- Is it appropriate and realistic to promote volunteering by unemployed people?
- What are the realities, sensitivities and questions that have to guide our work in this area?
- What has to be done to ensure the maximum benefit for unemployed people who wish to volunteer? That is, what can be done by voluntary organizations, by businesses, by organized labor, by private foundations, by the government? If in fact it is appropriate and realistic, if in fact we know how to do it, how can those various players obtain a role in getting it done?

"Volunteering" Needs to be Broadened

Although the group's consensus was



that volunteering by unemployed people was realistic and could be an extremely appropriate activity, it became apparent from the discussions that the word "volunteering" and the stereotypes of people and activities that are attracted to it were not conducive to *attracting* unemployed people to become involved. Nor, the groups agreed, did the term and stereotypes do much to help convince unemployed people that they could use volunteering to help meet some of their needs as well as provide a real service to other unemployed people or to the broader "community."

In addition, the "standard" definition of volunteering, which primarily focuses on direct social service activities to the exclusion of self-help, mutual assistance, advocacy and political action, makes it more difficult to involve people whose main concern is preparing for a new job or seeking help with problems caused by unemployment.

Within the problem of volunteering's narrow definition is another problem regarding the types of social service jobs available to unemployed people. These jobs, the groups agreed, very often do not present a very wide range of possibilities for utilizing the skills and interests unemployed people bring to them. Nor do the volunteer jobs, by and large, assist unemployed people in developing new skills and abilities.

Public Policy Obstacles

One of the most significant concerns to be raised by the conferees regarding how best to involve unemployed people was the obstacle presented by the lack of uniform interpretation regarding unemployment benefits to unemployed volunteers. Project research uncovered wide variance in the way in which state employment security regulations on "availability for paid employment" are being interpreted.

Some states are flatly denying benefits to unemployed people who are volunteering because their participation in volunteer work is seen to obstruct their ability to be available for paid employment. Within other states, the interpretation of the same regulation may be different from locality to locality and may be decided on a case-by-case basis. One of the results of the discussions was that conference participants who represented state employment security commissions expressed a willingness to work with social service agencies, organizations of unemployed people and other groups to try to clarify the regulations and their interpretation so that they would no longer be an obstacle to the involvement of unemployed people as volunteers.

Another public policy obstacle that the conferees identified was the lack of adequate income support once standard benefits had been exhausted. The United States ranks extremely low in comparison with other countries regarding the amount and length of "income sustenance" programs. Conferees suggested that increased attention to providing unemployed people with a survival income is necessary if volunteering is going to be regarded as a viable way for people to meet some of their needs.

Philosophical Concerns

Participants also saw both of these obstacles as a part of a larger issue—the danger that volunteering by unemployed people would be suggested as a substitute for paid work. Not only did the conferees register their strong disagreement with this idea, but they also affirmed a goal of full employment and of using volunteering as preparation for "re-employment."

The conferees also offered suggestions for business, organized labor, government and non-profit organizations wishing to involve employed people as volunteers. These were best summarized in a report of one of the small groups, which said in part, "In communicating volunteer opportunities to unemployed people, voluntary organizations must exercise caution so that volunteer jobs are not presented as a guarantee of a full-time, paid job.

"In approaching organizations of unemployed persons, it should be recognized that their time, attention and energy will be devoted primarily to issues relating to their unemployment.

"One strategy for working with unemployed groups is to offer expertise in organizing and to assist in networking with other community resources to meet their needs."

Conference Outcomes

During the final day of the conference, participants were asked to review the issues, concerns and obstacles that they had identified in their small group sessions, and to come to consensus within their groups about those which they considered most important. They were also asked to suggest potential actions that might be taken by themselves—as participants of the conference—by VOLUNTEER and by the groups they represented.

Three sets of products resulted from their deliberations:

- Several resolutions and statements of philosophy about the relationship between volunteering and unemployment;
- Some recommendations of long-term projects designed to change the context in which volunteering as a potential response was viewed; and,
- Several short-term action steps to be taken by VOLUNTEER to expand the level of information, technical assistance and coalition-building. These steps would assist unemployed people in utilizing a new definition of volunteering to address both their individual problems as well as to attack the larger problem of advocacy for "the unemployed."

Resolutions

The strongest and most unanimous resolution advanced was also the shortest and most succinct:

RESOLVED, that our purpose in providing assistance to unemployed people by involving them as volunteers is to ensure that all those who want to work can obtain gainful, paid employment.

The second resolution, which embodied the working philosophy of the conferees, called upon two organizations with influence to change present public policy to actively participate in doing so:

WHEREAS, we acknowledge that an involuntarily unemployed person who volunteers would prefer to be employed and will not use volunteering to avoid paid employment; and,

WHEREAS, we believe that volunteering as a response to help meet the needs of the unemployed should not be proposed as a substitute for paid employment; and,

WHEREAS, we reaffirm that the fundamental goal of our nation should be to provide paid jobs to everyone who seeks them,

WE, the participants of the 1983 Conference on Volunteering and Unemployment, submit the following resolution to the National Governor's Association and the International Association of Employment Security Agencies:

RESOLVED: That the National Governors Association support the concept of volunteering by requesting the gover-

nors of each state and the equivalent chief executive officers of the District of Columbia and the Trust territories to

1. strongly suggest to their Commissioners of Employment Security to take actions that would ensure that people receiving unemployment benefits will not suffer the cutback or termination of benefits because they volunteer nor be deterred in any way from volunteering by the threat of loss of benefits;
2. emphasize the "preparation for re-employment" aspect of volunteer work experience in any revision of regulations or interpretation of regulations; and,
3. clearly define the "need to remain available for paid employment" section in all regulations so as not to preclude temporary involvement in volunteer work so long as required job hunting, reporting and employment office visiting activities are carried out in accordance with the regulations of the state, district or territory in question.

A third resolution grew out of the belief, presented throughout the conference, that organizations and groups in our society did not see it as a part of their ongoing "job" to help meet the needs of unemployed people. The idea that unemployed people had somehow fallen through the cracks between overlapping circles of responsibility of organizations and groups with specific constituencies such as labor unions, employers, churches, voluntary organizations, etc., led the conferees to ask for leadership in "closing the circle":

WHEREAS, human institutions must take a pro-active stance for seeking out and involving unemployed people as a part of their mission, be it

RESOLVED, that VOLUNTEER and the Association for Volunteer Administration issue the call to all groups in our society to "close their circles" to meet the needs of the unemployed person. These groups include the following: media, government at all levels, professional associations and service clubs, health service providers, business and industry, organized labor, volunteer centers, educational institutions, private foundations, religious organizations, grassroots and traditional voluntary organizations.

Recommendations

Although these recommendations were of a more general nature than the resolutions or action steps that were passed, they present challenges for specific groups that should be concerned with providing services to the unemployed:

1. The idea for a national conference on unemployment should be further explored. Organized labor should take a leadership role in arranging the conference and in establishing coalitions to involve other sectors such as community organizations, voluntary agencies, service providers, unemployed people, government at all levels, private sector business and foundations.

2. Ways in which volunteer organizations and coalitions can work to facilitate the creation of new work/jobs and businesses, including cottage industries, should be explored. Such methods should include supplementing the efforts already underway by the Small Business Administration and should focus on reducing the odds of failure.

3. Mass unemployment is a collective, public issue—not just a personal problem. Therefore, assistance to unemployed people must both empower them as individuals to meet personal needs and mobilize them as a group to meet collective needs.

4. Unpaid work (volunteering) in and of itself does not necessarily help people who are involuntarily unemployed to become re-employed. The potential exists, but much needs to be done to improve the capacity of organizations that involve volunteers to deliver on this potential. Long-term structural unemployment represents a new and compelling reason for us to prepare ourselves to respond to the short- and long-term needs of the individual volunteer and not just the organization with which he/she is involved.

5. The 1980s have seen unprecedented levels of unemployment. The phenomenon of the dislocated worker—someone who has lost a good job and secure employment and has no prospect of recovering that job—is a new dimension of the unemployment problem that has made it more difficult for all unemployed people to endure the hardships. These conditions make it necessary for unemployed people to organize themselves to solve their problems collectively. Through these volunteer organizations, unemployed people can meet around their common problems, seek, discuss and advocate solutions and build a movement that will secure implementation of these solutions.

Conclusions

In addition to the resolutions, recommendations and action steps that emerged from the conference, six major ideas about the relationship between volunteering and unemployment were reinforced throughout the project:

1. Volunteering for the unemployed person is no one type of activity—it may be direct service, political action, social advocacy, self-help—and no one of those activities is necessarily "better" than another.

2. Correspondingly, the goals that unemployed people bring to volunteering vary. These goals may include looking for help in getting a paid job, help in meeting their own economic and social needs or help in assessing, identifying and testing skills to be used in the pursuit of paid employment.

3. Volunteering should in no way interfere with unemployed people receiving their benefits.

4. One of the key elements in combating the effects of unemployment is the voluntary organization of and by unemployed people.

5. Strong coalitions among the unemployed and other sectors of the society need to be built and based on a partnership to help each gain their needs, not on just a political philosophy.

6. The primary goal of unemployed people and those working to involve and assist unemployed people must be full employment.

Implications for the Future

The Volunteering and Unemployment project and conference provided a first opportunity for these ideas, discussions and conclusions to be offered and explored. As a result, new information was generated, new coalitions of people from diverse perspectives and experiences were formed and concrete actions to address the needs and problems of the unemployed were recommended.

However, the conference and the work emerging from it, valuable as they may be, will result in little more than a successful first step unless policy-makers of voluntary organizations, in government, business, organized labor and private foundations take up the challenges advanced in Flint. The problem remains, as Paul Lodico said in his opening presentation. It is one that is going to be with us for a long time and " . . . to ignore it, to neglect it, to pretend that you have all the answers is going to lead to nowhere."

The Importance of *Staff* Involvement in Volunteer Program Planning

By Myrna Silverman, Ph.D.
Betty Hepner, M.S.W.
Edmund Ricci, Ph.D.
Rolland Wick

TENSIONS AND CONFLICTS BEtween paid staff and volunteers can become a threat to volunteer involvement in long-term care and services to the elderly. In fact, it would seem that the greater the actualization and achievement of volunteer potential, the greater the possibility of staff and volunteer tensions. Nevertheless, volunteers *can* extend and individualize the services provided to the chronically ill and the frail elderly living in the community and in institutions. Many human service agencies and institutions serving the elderly depend on volunteers to supplement services provided by paid staff.

A model volunteer program currently underway in the John J. Kane Regional Centers, the skilled/intermediate care nursing facilities serving residents of Allegheny County, Pa., has as its overall objective the improvement of staff/volunteer relations. During the mid 1970s, Kane Hospital faced a dual crisis of being in violation of the state and federal health and safety regulations and of experiencing an escalation of the patient population to 2,200, causing serious overcrowding. A decision was made in 1979 to abandon the existing one-million square foot facility and replace it with four 360-bed regional centers. Each of the regional centers subsequently was built in areas where a majority of the patients had lived prior to entering the nursing home. These centers were scheduled to open between November 1983 and February 1984. The actual physical move of patients to each of the new centers took four days.

This major reorganization presented an opportunity to design, implement and evaluate a model volunteer program based on advanced concepts in volunteer administration.

The demonstration program was initiated in July 1983 by an interdisciplinary team of researchers based at the University of Pittsburgh in conjunction with the administration at John J. Kane Regional Centers. Using a comparative case study evaluation research design, faculty in the Graduate School of Public Health at the University of Pittsburgh and staff at the nursing home introduced the volunteer program into two of the four long-term care regional centers. The other two regional centers are receiving no outside program intervention and are pursuing plans as developed by their respective volunteer coordinators.

The model was introduced in four stages. *Stage One* involved the development and implementation of a task force whose members were largely responsible for program design and implementation under the guidance of a consultant on volunteerism. *Stage Two* concentrated on the orientation and training of community volunteers drawn from each regional center's service areas and their introduction into the regional center. In *Stage Three*, the program was implemented during the four-day relocation of patients to the new regional centers and as an on-going program within the centers. *Stage Four* involved community outreach.

Program evaluation has been an ongoing process throughout the project; post-program evaluation will take place after the program has been in place three to four months in each regional center.

The Model Volunteer Program was designed to accomplish seven objectives:
1. To develop a volunteer program supported by and integrated into the institution's goals and objectives;
2. To involve the volunteer as a human resource to the institution and to serve patient needs;
3. To provide adequate orientation/training necessary for volunteers to carry out tasks in a respected manner leading to

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their personal development, the enhancement of patient care and good working relationships with staff;
4. To promote positive relationships between staff and volunteers;
5. To recruit volunteers to meet established patient needs;
6. To evaluate the effectiveness of the volunteer program; and
7. To promote the linking and integration of the volunteer program into the community.

These objectives were a result of a one-day workshop that assembled several of the leaders in the volunteer administration profession and selected University faculty and Kane administrators and staff. Funding for the workshop was provided by the University of Pittsburgh's Office for Urban and Community Affairs.

While all seven objectives are equally significant and interrelate in many areas, here we focus on only one: the design and implementation of a model volunteer program in a long-term care facility to promote positive relationships between staff and volunteers.

The Task Force

The model volunteer program began with the formation of a task force consisting of representatives of the nursing homes' administration, staff (union and non-union), volunteers, patients and local community agencies and institutions under the guidance of a volunteer administration consultant. Criteria for involvement of staff on the task force were interest and availability, although there was an attempt to assure representation from all departments in which volunteers were likely to be involved. Staff, volunteers, patients and community representatives were identified by administration and the research team, partially as a result of research undertaken prior to the move during the first six months of 1983. Through interviews with Kane staff, volunteers and patients, the research team obtained recommendations regarding a new volunteer program designed to fulfill patient needs.

The pre-study, therefore, gave the research staff an opportunity to
- assess the needs of Kane staff, volunteers and patients for volunteer program reorganization;
- identify potential members who would assist in the process;
- stimulate support from administration; and
- involve residents of the communities in which the long-term care regional centers would be located.

Given the need to gain the support of staff in the development and implementation of this program, the largest number of task force members was drawn from this category. The task force meetings began before all staff knew to which regional centers they were to be assigned and therefore represented all four centers.

Additional reasons for expanding task force representation were
- a desire to include the most creative and enthusiastic staff, even if they were not part of the demonstration program;
- the need to educate *all* staff concerning the appropriate involvement of volunteers; and
- the need to emphasize the cooperative aspects of the model volunteer research program.

Two examples of community participation were a suburban community library and a church. Both groups sent representatives who attended all of the planning sessions and aided in the training and implementation stages by offering or obtaining resources available to them.

Given a history of work stoppages involving unionized employees and the animosity that still prevailed towards those who ignored the picket lines to assist in patient care, there was a need to involve staff who represented the union position. Unfortunately, this segment of the staff (the largest in numbers proportionate to the entire staff) had the least amount of freedom in terms of work schedules and the lowest motivation, with some few exceptions, in participating in the volunteer program development process.

During the first quarter of the year-long project (July-September), the task force members, aided by the consultant, worked towards two objectives. The immediate objective was to develop very specific plans for utilizing volunteers to assist with the relocation of the nursing home patients into the two regional centers that would have volunteer demonstration programs. A second and longer-range objective was to create a new volunteer program consistent with the most recent developments in volunteer administration.

Separate meetings were held weekly by three sub-committees, which were responsible for internal communications, orientation and training, and community resources. These committee members met with representatives monthly, swelling ranks to a group of 45 to 50. Through such frequent sessions, task force members developed rapport with one another on many levels. The task force became a grassroots organization where members, regardless of their rank in the hospital or the community, freely participated in discussion about such issues as, How do you motivate paid staff to work cooperatively with volunteers? How do you educate staff to assume responsibility for volunteer assignment and satisfaction? How do you develop a training program for volunteers that will enable them to meet established patient needs, particularly during the relocation phase? How do you determine the number of volunteers needed to assist staff during the move to the regional centers? How do you develop a system for interviewing and assigning tasks to a large contingent of new volunteers? etc.

In addition, they sought a means to utilize community resources in the recruitment and training of volunteers, as well as the potential community resources that could meet the needs of long-term care patients. Each subcommittee concentrated on specific tasks related to the entire program (see table). At the monthly meetings of the entire group,

Recognizing the potential for conflict, particularly in an environment with strong union involvement, the task force structure gave paid staff the opportunity to design and implement a volunteer program that would satisfy their need to create and extend services.

committee activities were reported and problems common to all three subcommittees, such as planning for the move and reports on orientation and training evaluations, were reviewed.

Despite the distances that some had to travel to attend these meetings, the task force drew a loyal following from the two demonstration areas. Two examples of the community's participation were that of a suburban community library and one of the churches. Both groups sent representatives who attended all of the planning sessions and aided in the training and implementation stages by offering or obtaining resources available to them.

The librarian, for example, obtained lists of all of the organizations that could have potential volunteers from the entire service area (over 100 organizations). She contributed ideas about resources available in the community and library books on loan to the patients via volunteer carriers.

The church representative identified resources in her community to facilitate the training program, such as videotape capabilities to record the training sessions; the free use of bus service to transport local volunteers to the old nursing home for "hands-on" training. In addition, she provided information regarding the volunteer program to other organizations in the community who could not send representatives.

Patients, too, assisted in the development of the task force. One patient, despite extreme breathing problems, telephoned potential volunteers to determine their interests and willingness to serve the facility. She served as a vital link between the patients' needs and the task force potential, often intervening in issues where there was disagreement between staff as to the appropriate course to follow.

Participation by staff task force members was based on their respective interests, talents and desire to participate. The entire first draft of the orientation and training procedures for new volunteers in the first demonstration site was proposed by staff task force members, utilizing the talents of fellow staff. The administration strongly supported their involvement and provided the appropriate release time. Staff participating in the task force received a letter from the executive director of the facility commending them for their participation in the effort.

Volunteers serving as task force members also contributed to the program formation by serving as liaisons to newly recruited volunteers at the orientation and training sessions and by keeping the task force aware of the volunteer's needs.

The task force, therefore, was a crucial mechanism for early involvement of the community, volunteers and patients in decisions regarding program design. The task force format permitted a forum where all concerned could raise questions, clarify issues and plan toward common goals. Instead of a single staff member, i.e., the volunteer coordinator, carrying the responsiblity for the design and development of the volunteer program, responsibility was a shared concern.

Task force membership was remarkably consistent (although the rate of attendance varied) during the first four months of the program. In October, when the demonstration sites split off to form their own task force, membership began to change. Assignments to the regional centers stimulated the participation of new members and the attrition of some old members due to a variety of factors (such as the role of staff in the regional centers, the extent to which they continued to identify with the program, etc.).

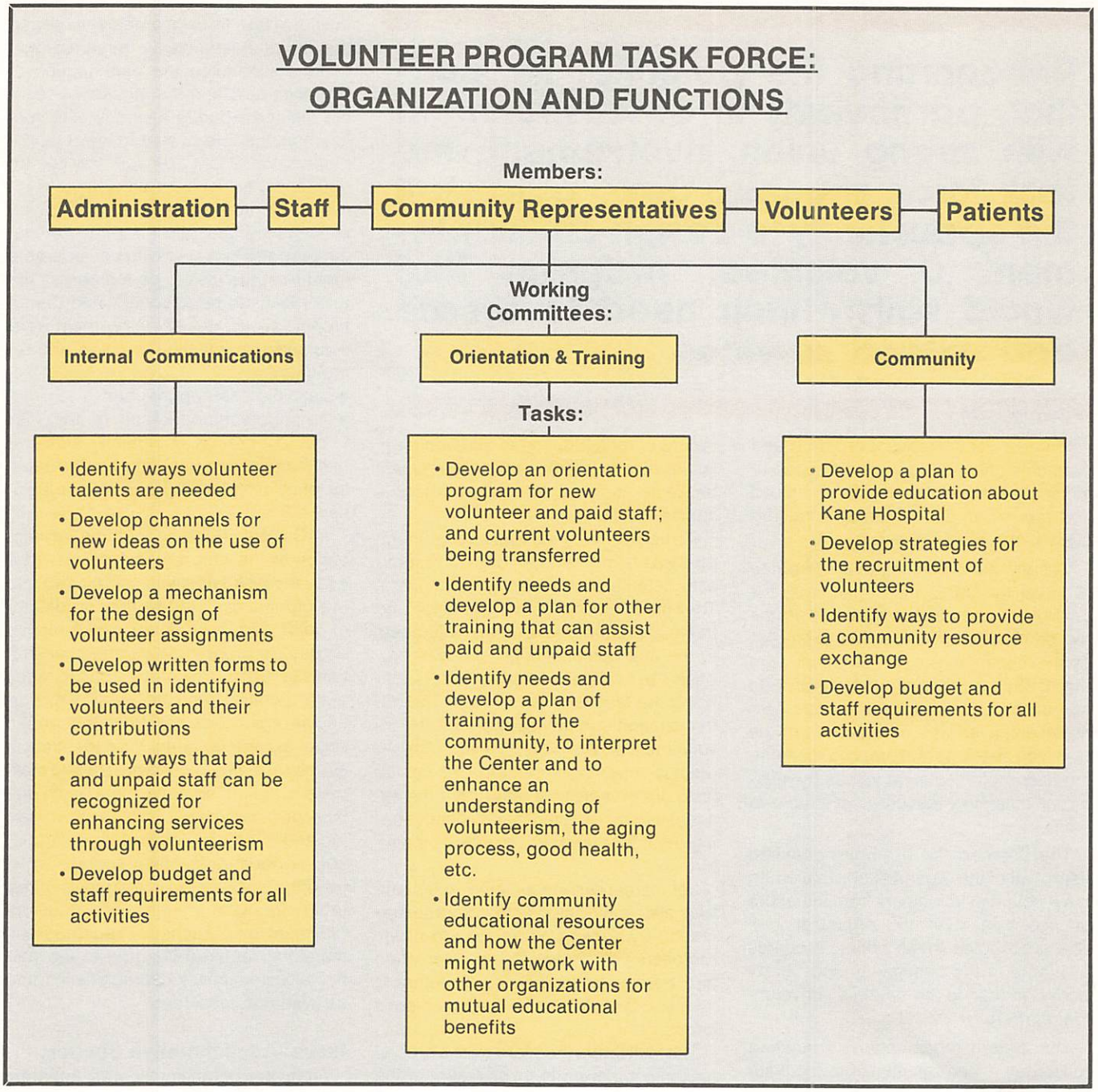
Initially, the volunteer administration consultant influenced the direction that the program took, but with considerable input from the task force members. The major tasks to be accomplished during the first six months of the program were

- volunteer orientation, training and recruitment;
- staff/volunteer rapport; and
- the incorporation of all of the task forces' subgroups (community, staff, patients and volunteers) into a consortium for program planning and implementation.

In October 1983, as the time for relocation to the first regional center drew near, the task force was subdivided into two groups, each led by the coordinator of volunteers who would direct his/her respective program in each demonstration site. Each task force began to focus more specifically on the needs of its particular regional center. Even though the regional centers were almost identical in structural features, patient size and staff, there were differences, notably in the type of community in which they were located. One was located in a middle- and upper-middle class suburb, while the other was located in a working-class, urban area with a relatively high unemployment level. Each volunteer program, therefore, required tailoring to the particular community's characteristics and its available resources.

Issue: Administrative Support

From the beginning it was apparent that *if* this program were to succeed, it would require the support and intervention, when needed, of the nursing home's administration. Even though the administrator fully supported the University's research effort to the point of securing funding through the county commissioners for the research staff, *on-going and continuous involvement of some representative of the administration was necessary.* From time to time issues arose during task force meetings that required an immediate decision regarding the nursing home's administrative policies and procedures. Many bureaucratic matters were facilitated by the participa-



tion and presence of a representative of administration at most task force meetings. Such matters included

- developing new record forms without dealing with the delays incumbent on submitting them for approval to the "new forms" committee (there is a committee that approves all new forms developed for use in the nursing home; since the model program was considered a research project, certain administrative procedures were suspended to facilitate the program.);
- setting dates for staging the orientation and training sessions;
- allowing staff to volunteer their time to participate in these sessions; and
- securing secretarial support to perform task force clerical work, and the like.

More complete issues, such as the development of the policy and procedures of the volunteer program, were also dealt with expeditiously by Kane administrative staff.

There is no substitute for participation in task force meetings by a representative of the administration. Such participation provides support to those who are attempting to change established patterns of behavior. In fact, the presence of administration at all major meetings often allayed the underlying tensions that emerged when staff felt their authority was being challenged by the volunteers and the new volunteer program. The need for administration to support the concept of the model volunteer program became most critical when the tensions of relocation were highest for staff. At the last moment, staff felt it would be easier to postpone volunteer involvement until

There is no substitute for participation in task force meetings by a representative of the administration. It provides support to those attempting to change established patterns of behavior.

after the move. Only the intervention by administration who foresaw the long-term benefits of the volunteers allowed the program to continue during the relocation period.

Issue: Staff/Volunteer Conflict

One of the project's initial objectives was to promote better staff/volunteer interaction. Recognizing the potential for conflict, particularly in an environment with strong union involvement, the task force structure gave paid staff the opportunity to design and implement a volunteer program that would satisfy their need to create and extend services beyond those currently provided by the institution.

By including representation from most of the departments in the facility, particularly those who use volunteers frequently, such as nursing and recreation, and by including both union and non-union staff, a strong sense of loyalty to the volunteer program was promoted. Potential threats to unionized staff, when they arose, were candidly discussed by task force members who belonged to a union. These union representatives worked closely with the volunteer coordinator and the institution's union staff to educate each group about the other's concerns and intentions.

However, lack of staff awareness of the potential of trained volunteer assistance, or staff unwillingness to accept the additional responsibility of supervising the volunteers assigned to them, sometimes led to their unwillingness to participate in the development of the new program. Their "resistance" took the form of refusing to have volunteers assist with particular tasks or simply not requesting volunteers for their units. The least amount of resistance to volunteer assistance generally came from the recreation program where volunteer assistance has been a long-standing and acceptable form of staff extension. In the area of nursing, however, where a more highly structured patient care is required, there was greater resistance to the use of volunteers.

Conclusions

Overall, the Model Volunteer Program Task Force process made three major contributions to the development of the volunteer program:

1. Emphasis on the shared responsibility for the volunteer program by staff, patients, volunteers and community representatives;
2. Maximization of talents, skills and resources of all those who have an investment in the welfare of the patients and the effectiveness of the institution; and
3. Development of a mechanism for broad-based socialization to the most advanced concepts in volunteer administration.

The goal of the Model Volunteer Program Task Force has been to prepare the way for program implementation with little or minimal conflict between staff and volunteers; however, the achievement of this goal is far from completion. In fact, the Model Volunteer Program has heightened the awareness of Kane's administration and volunteer task force to the significance of the problems related to paid staff/volunteer interaction. As a result, administration and task force members have made a strong commitment to focus on this issue during the ensuing months by scheduling classes for staff to sensitize and inform them of the value of volunteer assistance; by the proposed development of a manual for staff in regard to volunteers; and by including in the hiring process a 30-minute session with the coordinator of volunteers prior to entry into the system.

Not all administrators are as keenly aware of the volunteer potential as were those who were involved in this program. It is therefore highly recommended that both administration and staff receive basic orientation to the principles and rationale of volunteer administration *before* the program is introduced into the organization so that they have an opportunity to raise questions and explore issues of mutual concern.

We conclude with a list of recommendations and guidelines for volunteer task force development during the first stage of a program. (Note: The volunteer administrator is the manager and coordinator of the program; he/she makes final decisions regarding the program contingent on approval of administration or designated superior. The task force is essentially an advisory group whose members can also participate in the design and development of the program.)

Recommendations

1. Involve administration prior to program implementation and educate them to the volunteer program objectives and to currently accepted volunteer administration principles.
2. Involve the administration in forming the program, particularly as liaison to staff and external representatives.
3. Select task force members to represent *all* categories of staff, if possible, except in work areas where it is unlikely that volunteers will participate.
4. Provide adequate representation from unionized and nonunionized employees.
5. Identify community support linkages, interested volunteers and clients (patients).
6. Educate these three groups to volunteer program objectives and the principles and rationale of volunteer administration.
7. Involve administration in all decisions regarding program implementation.
8. Plan to meet with the task force group regularly (at least weekly) for the first four to six months to routinize the planning process.
9. Provide continuous evaluation feedback to the task force regarding their successes and failures.
10. Develop programs only in sites where there is an experienced volunteer administrator who is comfortable with the program process and objectives.

How to Match Volunteer Motivation

By Shirley H. Taylor, Ph.D.
Peggy Wild, Ph.D.

WHAT MAKES A VOLUNteer's job satisfying? Volunteers want to feel like they belong to something worthwhile and need ways to express their own creativity. Volunteers want to help themselves by satisfying their own needs while helping others. Whether a volunteer drops out or continues to volunteer may depend on a number of factors: Does the job give satisfaction? Is it a "good" work situation? Are others being helped? Why does one volunteer stay and function happily while another drops out?

Each person who continues to volunteer does so because of certain motives. People are unique; what may motivate one person to continue as a volunteer may be exactly what causes another to discontinue! The key is being able to match a volunteer's motives with the kind of job that will satisfy those motives. How can this match be made? Successful matching depends upon analyzing volunteers and volunteer jobs in terms of motivation. Assumptions that can be made at the beginning of this matching process are:

- Volunteers wish to do a good job.
- Volunteers have skills to handle all kinds of jobs.
- Each volunteer has specific reasons (conscious and/or unconscious) for volunteering for a particular job.
- Basic human motives differ greatly in strength; each person has some of each motive and the strength of each motive varies from time to time.
- The situation within which the person is working may cause motives to be stronger or weaker.
- Volunteer situations (jobs or tasks) place motivational demands on those who volunteer.

With these assumptions in mind, a volunteer administrator should analyze a volunteer's motives at the beginning of the matching process. Three basic motives—affiliation, achievement and power—affect work-related behaviors. Understanding these basic motives and how each affects a person's ability to perform a job is the clue to successful job placement.

The need for *achievement* is defined as the need to excel in a competitive situation or as compared to internalized standards. This achievement-motivated volunteer is concerned with attaining success in a situation requiring improved performance and will stick to a task until it is completed. This person works well alone, sets moderate goals and takes carefully calculated risks. Feedback and tangible rewards are especially important to the achiever. A sense of teamwork satisfies this person.

The need for *affiliation* is defined as the need for warm, friendly relationships. This volunteer is concerned with being liked by others, enjoys working with groups, and is sensitive to the needs and feelings of others. The affiliation-motivated person likes to participate in friendly situations and may enjoy having a personal relationship with his/her supervisor. A sense of group unity satisfies this volunteer.

The need for *power* is defined as the need to have power or control over others. This volunteer has strong feelings about status and prestige, is often talkative and may be viewed by others as forceful or argumentative. The power-oriented person works well either alone or with a group and is most concerned with having impact on or influence over others. A position of leadership is especially important to this person. Situations requiring routine, repetitive work and a more straight-line organization fill this volunteer's need for power. A structured work climate and a formal line of authority are satisfying to this individual.

When interviewing a prospective volunteer, specific questions may be asked to pinpoint the motivating force of the individual. These questions may be asked verbally or the volunteer may be asked to respond to written statements. The volunteer administrator should determine the easiest, most time-efficient method to get the information.

"Yes" responses to these questions would indicate a strong achievement motive:

- Can you pace yourself well to meet a goal?
- Are you one who likes to solve problems on your own?
- Do you work best alone rather than with a group?
- Do you prefer to create your own methods/plans of action rather than follow someone else's guide?

Peggy Wild is a state consultant for home economics education, Division of Vocational-Technical Education, New Hampshire Department of Education. Shirley Taylor is a 4-H Extension specialist for the Arizona Cooperative Extension Service.

with Job Demands

The italicized responses to the following questions would help identify a strong affiliation motive:

- Do you prefer to work on *group projects* or on individual projects?
- With whom do you work best? *People you know well?* Those you have just met?
- Which is most important to you? *How people feel?* Whether the job is accomplished?
- Are personal relationships on the job important to you? (*Yes*, no).

Questions that would affirm a power motivation are:

- Do you handle conflict in a democratic or an *authoritarian* manner?
- Do you *enjoy an argument* or maintain peace at any cost?
- If you see a situation getting out of hand, would you *take charge* or allow others to assume leadership?
- Do you prefer to *run a meeting* or let someone else do so?

Observation of behavior also gives valuable clues as to what motivates a volunteer. The interview and/or orientation period is a good time to observe a new volunteer's behavior. The *achiever* often will show signs of strong organizational ability, a willingness to complete a job without further supervision and a desire for feedback on job performance. The *affiliator* will exhibit an open, friendly manner, deep concern for people as individuals and a need to work within a group. A real need to have personal relationships with other workers and the supervisor also characterizes this volunteer. The *power-motivated individual* will lean toward structures that are quite organized, have a rather carefully spelled out organizatioal power structure and a high regard for status and prestige within the organization. This person is likely to be assertive (if not aggressive) in behavior and will try to gain power through leadership and/or persuasive tactics.

The other consideration in successfully matching volunteers is the kind of job in which the volunteer might be placed.

Putting volunteer jobs or tasks into categories can be helpful in analyzing volunteer motivational demands. For example, jobs that would satisfy the achievement-motivated volunteer are likely to

- allow a volunteer some freedom to set work methods and pace;
- allow the volunteer to enlist the aid of others;
- provide feedback and reward for performance; and
- challenge the volunteer's skills.

Such jobs may be found in the following categories: connector/linker, cause volunteer-change agent, fundraiser and researcher.

Characteristics of jobs that would meet the needs of an affiliator are ones that

- require interaction with co-workers;
- provide proximity to co-workers;
- depend on the cooperation of co-workers; and
- allow for personal interaction with a stable group membership.

The affiliation motive is likely to be met by several different categories of volunteer jobs: aide/assistant-direct helper, ancillary helper, connector/linker and fundraiser.

Job descriptions that identify the following features would appeal to the power-motivated volunteer:

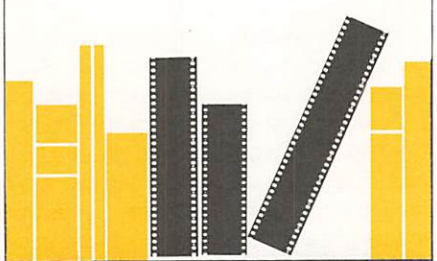
- allow the volunteer to direct co-workers;
- provide opportunities to influence others through persuasion; and
- allow the volunteer control of policy and procedures.

Jobs that will meet the needs of a power-motivated volunteer are often encountered in these categories: decision/maker, cause volunteer-advocate, change agent and monitor.

For maximum volunteer motivation, the motivation demands of any volunteer job need to match the basic motives of the volunteer. When the number of jobs and the number of volunteers are sufficient, initial job placement or task assignment can reflect this matching. When numbers are not sufficient, or if volunteer personnel already have been placed and shifting is not practical, then the job description might well be altered to better match the motives of the volunteer.

Every individual can serve in an important role on your volunteer team. Take a look at the jobs that need to be done, the characteristics of the worker who can best do the job and make as near a perfect match as you can. This will save time, energy and valuable resources that are used each time you train a volunteer. If your match is a good one, you will have a satisfied, capable worker to do your job. If not, you may lose a valuable resource, as well as your time investment, and have to start the placement process over with a new volunteer.

Tool Box



Compiled by Donna Hill

Nonprofit Advocate: News, Views and Interviews. COCOA—Coalition of Councils of Agencies, c/o Washington Council of Agencies, 1309 L St., NW, Washington, DC 20005. 1984. $25/year.

Owned and operated by and for local coalitions of nonprofit agencies, this newsletter presents the insider's perspective. Each issue contains observations from editors and readers, relevant clippings from publications, news from the coalitions, features on issues, institutions and personalities.

Non-Profit Organizations Are Businesses Too! Sherwood Spivey, Management Specialists, P.O. Box 505, Phoenix, AZ 85001. 1983. 77 pp. $5 plus 75 cents postage and handling.

This booklet guides management staff and trustees of small and developing nonprofit organizations in more productive and efficient management. Not a "how to manage" book, it rather helps leaders in the nonprofit sector be aware of their responsibilities, and helps them plan for the success and survival of their institutions. Sample chapters include "The Tax-Exempt Organization," "Nonprofit Management-Accountability," "Consultants and Professional Services" and "Nonprofit Organizations as Businesses in the Future."

The Nonprofit Organization: An Operating Manual. Thomas Wolf, Prentice-Hall, Inc., Englewood Cliffs, NJ 07032. 184 pp. $8.95.

Based on his course at Radcliffe College, Wolf gives a clear understanding of nonprofit staff's duties and responsibilities. The book mixes theory and practice as it gives the reader an understanding of the context in which decisions are made and the reasons why certain kinds of techniques seem to work. It teaches financial management and accounting, which planning process works best, what computers can do for your organization, the "ten commandments" of fundraising, and more.

Planning an Income-Generating Food Service Enterprise. The National Council on the Aging, Inc., 600 Maryland Ave., SW, West Wing 100, Washington, DC 20024. 1983. 25 pp. $6.50 plus handling charge of $1.50 per order.

The sixth volume in a series called Program Innovations in Aging, this handbook provides a model for nonprofit organizations interested in developing a source of revenue—food service—to support their service programs. The model, which is for planning rather than implementation, presents issues to be considered in gathering information and developing the organizational structure.

The Last Resort. End Violence Against the Next Generation, Inc., 977 Keeler Ave., Berkeley, CA 94708. $10 for one year.

This quarterly newsletter presents research and issues relating to child abuse. It also reprints relevant articles from newspapers, magazines and other periodicals, and excerpts from books on the subject.

Volunteering and Unemployment: A Special Report on the Flint Conference. Volunteering and Unemployment Project, VOLUNTEER, 1111 N. 19th St., Suite 500, Arlington, VA 22209. $3.50.

This is a special summary of the conference, Volunteering and Unemployment, which was the culmination of a six-month research project conducted by VOLUNTEER. The conference convened 40 representatives of business, organized labor, government, nonprofit organizations, church networks, neighborhood groups and unemployed individuals in Flint, Michigan to discuss the human costs of unemployment and to explore how volunteering might serve as one way to lower these costs and help unemployed people meet some of their needs. The summary presents highlights of the major ideas, discussions and results of the conference; background papers; and the project's research findings.

Structural Changes in the Economy and Future Job Prospects. Paul A. Craig, The National Center for Research in Vocational Education, The Ohio State University, 1960 Kenny Rd., Columbus, OH 43210. 1984. 16 pp. $2.50.

This paper by a professor emeritus in economics at Ohio State University explains how the worldwide economy dictates the course of our lives. Craig advises adapting to the changes brought about in the foreseeable future by high technology.

The Volunteer Transportation Program. U.S. Department of Transportation, Superintendent of Documents, U.S. Government Printing Office, Washington, DC 20402. 1982. 75 pp. Order No. 050-000-00459-7. $5.00.

This manual is designed to aid social service agencies, voluntary associations and churches who must rely on volunteers to provide transportation. Chapter titles include "Why a Volunteer Transportation Program?" "Characteristics and Problems of a Volunteer Transporation Program," "How to Organize" and "Resources."

Philanthropy in an Age of Transition: The Essays of Alan Pifer. The Foundation Center, 888 Seventh Ave., New York, NY 10106. 1984. 239 pp. $12.50

This is a collection of essays by a well-known individual in philanthropy. Pifer presents his insights into the major social trends during some of the most turbulent years in America, 1966-1982. The book analyzes issues such as the functions and responsibilities of higher education, the public and private policy needs arising from major social changes, the role and vitality of the nonprofit sector, the role of American women in the labor market, the discrepancy between the promise of equal opportunity and its reality in American society, the conflict nonprofits face between independence and public accountability.

The Foundation Grants Index Annual. 13th edition. The Foundation Center, 888 Seventh Ave., New York, NY 10106. 1983. $40. Free for reference in the Foundation Center's four main offices and in over 140 cooperating collections in libraries.

The 13th edition describes over 32,000 grants of $5,000 or more made in 1982 and 1983 by 465 foundations. These grants total nearly $1.8 billion, or about 43 percent of the total dollar value of all foundation grants. The analytical introduction includes hints on foundation fundraising as well as statistical analyses of trends in foundation funding.

Call for Help: How to Raise Philanthropic Funds with Phonothons. William F. Balthaser, Fund-Raising Institute, Box 365, Ambler, PA 19002. 1983. 158 pp. $21.50.

This book explains how to produce a successful phonothon, which, the author asserts, usually raises more money per contact than in-person solicitation. Partial contents include who to call and how to find them; how to recruit, train and motivate callers; phone equipment and other supplies; publicity to boost the call; the follow-up; how to estimate costs and income.

Medicare Series. Legal Counsel for the Elderly, Inc., P.O. Box 19269-K, Washington, DC 20036. 1984. $5.95 for each book; $19.95 for all four books plus 50 cents postage.

The Medicare Series includes four booklets written in question-and-answer format with sample letters and forms. Book One answers questions regarding who is eligible, how to apply, what to do if told you are no longer eligible. Book Two discusses what to do if Medicare says you were overpaid, how to help friends and relatives with Medicare problems, and when Medicare can be terminated. Book Three explains how to assure maximum coverage in hospital, nursing home, home health and hospice; what expenses are covered; how to minimize out-of-pocket costs. Book Four describes how to assure maximum coverage for doctors' services, how to get reimbursed, how to obtain a review of a decision.

Let's Play To Grow. Eunice Kennedy Shriver, 1701 K St., NW, Suite 201, Washington DC 20006. 1984. 20 minutes. $35 to purchase; free to borrow.

This new video presentation explores the relationships between handicapped children and their families. Parents from the communities of New England to the Indian reservations of the Southwest tell what it means to love a special child. The message appeals to such groups as special educators, recreation specialists, advocates for developmentally disabled persons, service club and volunteer community group leaders, medical practitioners, handicapped parents, support groups and rehabilitation professionals.

The Art of Citizenship: Public Issue Forums. Leonard P. Oliver, Kettering Foundation, 5335 Far Hills Ave., Suite 300, Dayton, OH 45429. 1983. 42 pp. Free for single copies; will negotiate price for bulk orders.

For all citizens and organizational leaders interested in advancing the citizen-policymaker alliance, this booklet explains the evolution of the public forum concept and practice in the U.S. Contents include "The History of Public Forums," "Modern Forum Movements: Case Studies," "Lessons from the Case Studies," "The Domestice Policy Association: Our Newest National Issues Forum," and more.

Dimensions of the Independent Sector: A Statistical Profile. INDEPENDENT SECTOR, 1828 L St., NW, Washington, DC 20036. 1984. $35.

This recent publication contains statistics, comparisons, trends and highlights of the nonprofit sector. The profile addresses such questions as: What is the independent sector of our country? What is its size and scope in relation to numbers employed, earnings from work and national income? How many organizations are in this sector? How does it compare with the for-profit and government sectors? What are the sources of support? Where does the money go?

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Letters

Meaning Well Is Not Enough

I am writing in regards to Michael King's review of *Meaning Well Is Not Enough* by Jane Mallory Park (spring 1983 *VAL*). Since this book is the result of our efforts over the last six years to find a book on volunteering that would meet our standards, I thought it might be helpful for me to state our thinking.

Mr. King's review is something of a rave hidden in a few negative reactions. He is quite right, it "does give a newcomer a sense of perspective on the changes volunteering has experienced through the years." Also, it does give college students insights before entering into a volunteering experience.

What did the Park book set out to do (and with the total encouragement of this editor, by the way)?

- Provide perspectives, which, in their total, help both those who recruit, train and supervise volunteers and volunteers themselves understand their role in a democratic society.
- Help organizations and their volunteers see the whole picture—not just a study in depth of some part.
- View the concerns of the volunteer and the organizations related to volunteering from the perspectives of a writer thoroughly familiar with both.

Her book has resulted in a busy schedule of speaking engagements, seminars and counseling on volunteering. We think her work deserves the strong reviews she has received from the academic community, human services professionals and editors.

I have worked as a professional in the YMCA with thousands of volunteers over a 33-year period and served as a volunteer many times. Now, as an editor, I would be most happy to see more books of this quality come across my desk.

Harry E. Moore, Jr.
Editor-in-Chief
Groupwork Today, Inc.

May 1984

Teenagers As Volunteers

I was very impressed with an article in the summer '83 *VAL*, "Children Should Be Seen and Heard—As Volunteers" by Susan Ellis.

Some time ago, I attended a meeting of the volunteer directors in the Houston area. The topic for the program of the meeting was "Junior Volunteers." The meeting gave directors the opportunity to explore and share the pros and cons of using teenagers in volunteer programs. Concerns that were stated were whether teenagers are responsible, reliable and dependable enough to take part in what, for the most part, have always been adult volunteer programs.

At the present time, I am the director of junior volunteers at Memorial City Medical Center. The Junior Volunteer Program at Memorial City General Hospital is concerned with helping these teenagers learn a sense of responsibility and leadership. At the meeting of volunteer directors I shared an incident that occurred within our organization, and I thought that your readers might also enjoy this . . . .

As many people remember, the latter part of August 1983 brought a hurricane to Houston. Many parts of the city were left devastated, and many people were left with a great deal of damage to their homes. Others were without electricity for several weeks. The streets throughout the city were flooded with water and debris.

The day after the hurricane, one of the Junior Volunteers came in to volunteer. She was sporting quite a wild and unusual hairstyle. When asked what she had done differently with her hair, she replied that she was without electricity in her home but she wanted to come in and help out at the hospital. She was unable to use a hairdryer so she used a fireplace bellows to dry her hair!

I just wanted to say that these kids are WELL worth the time and attention. They don't drain the organization, but add creativity, energy and a lively atmosphere!

Nancy Jo Pippin
Director of Junior Volunteers
Memorial City Medical Center
Houston, Texas

April 1983

If you can answer "yes" to any of the following questions . . . then

1. Would you like to obtain new skills to enhance your career as a volunteer administrator?
2. Are you interested in keeping up with the latest trends, issues, and developments in the field of volunteering?
3. Do you want to learn how to set up a viable volunteer program?

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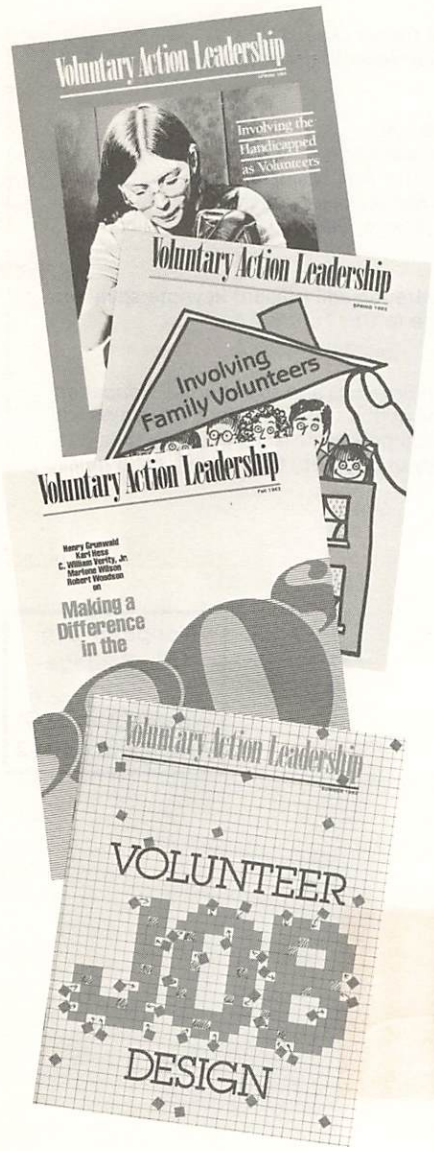

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Calendar

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

Aug. 26-29 **Boston, Mass.:** *Ninth Annual National Conference of the American Probation and Parole Association*
Offers series of major sessions and workshops addressing the theme, "1984—The New Beginning: Justice, Realism and Accountability!" Speakers include Vice President George Bush; Rep. Thomas P. O'Neill; Health & Human Services Secretary Margaret Heckler; Sen. Edward Kennedy. Workshops will be planned and led by internationally known experts in community corrections, parole and probation.
Fee: $90 (full conference)
Contact: Angelo Musto, Conference Chairperson, Office of Probation, One Ashburton Place, Room 405, Boston, MA 02108, (617) 727-5300.

Sept. 12-14 **Annandale, Minn.:** *Lake Sylvia VIII Conference*
"A participatory learning conference focusing on issues and directions in voluntary citizen involvement." Addressing the theme, "Building Visions: Personally and Organizationally," workshops will help participants explore power and leadership, gain a world view and create and act on visions. This annual event is cosponsored by the Voluntary Action Center of the St. Paul Area, Community Volunteer Service of the St. Croix Valley Area and Minneapolis United Way's VAC.
Fee: $175 (incl. registration, materials, lodging and meals); registrations must be postmarked by August 17 to avoid $10 late fee.
Contact: United Way's Voluntary Action Center of the Minneapolis Area, 404 South 8th St., Minneapolis, MN 55404, (612) 340-7532.

Sept. 19 **Colorado Springs, Colo.:** *Colorado Springs DOVIA Fall Workshop*
A one-day workshop (9am - 4pm) on resource development for volunteer administrators featuring Sue Vineyard, consultant and trainer. *Fee: $25*
Contact: Deb Netzly, c/o Young Life International, PO Box 520, Colorado Springs, CO 80901, (303) 473-4262.

Sept. 26-28 **Spearfish, S. D.:** *1984 Black Hills Regional Volunteer Leadership Conference*
Sponsored by the S.D. Office of Volunteerism with the S. D. Association of Volunteer Leaders, this conference offers workshops led by Sue Vineyard, Ivan Scheier, Dick Ambrosius, Dr. Edward Lenoski, Michael Murray and Jerry Hauck, as well as an AVA certification application workshop.
Contact: South Dakota Office of Volunteerism, 500 East Capitol, Pierre, SD 57501.

Oct. 14-17 **Asheville, N.C.:** *The 1984 National Conference on Volunteerism*
The annual conference of the Association for Volunteer Administration will present keynote speakers Maya Angelou and Dr. Morris Massey. Theme: "Building A Bridge to Our Future."
Contact: AVA, PO Box 4584, Boulder, CO 80306, (303) 497-0238.

Oct. 18-20 **San Diego, Calif.:** *13th Annual Conference of the National Society for Internships and Experiential Education*
"Education and Work: Transitions Between Cultures" is the theme of this annual conference, which will be examined from the academic, corporate, nonprofit and political perspectives by keynote speakers.
Contact: Dick Cone, Director, Joint Educational Project, University of Southern California, Los Angeles, CA 90089, (213) 743-7698.

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