VOLUNTARY SERVICE IN WELFARE AGENCIES

A Survey of the Use of Volunteers and Policies Relating to Them among Agencies Affiliated to the Greater Vancouver Community Chest and Council, 1955

by

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Abstract

It is becoming more apparent to people in and out of the profession of social work that the volunteer has a unique and definite place in the social welfare picture. Volunteers were the first to perform social work; and they were among the first to receive professional training. It is believed that the volunteer can perform many functions in social agencies today and that these jobs are best suited to the volunteer and best done by him or her; it should not be the case of the volunteer doing jobs 'left over' from the professional job.

The survey method was employed extensively rather than intensively, i.e., the purpose was to get preliminary information about the use of volunteers and general policy on the subject of volunteers, rather than a study of particular programmes. Approximately 80 agencies were canvassed and replies from 51 were received and reviewed.

Professional and other literature was reviewed to gain some standards as to what should be included in a good volunteer programme. A questionnaire was drawn up with these criteria in mind, and the results of the questionnaire was considered in the light of them.

The survey revealed that there is considerable contemporary interest in the subject of volunteers. However, understanding of the particular contributions which volunteers in the social welfare picture can make seems to require interpretation. There seems lacking, too, any unified understanding of some of the elements in a good volunteer programme. For example, (a) the term 'program volunteer' does not appear to refer to a specific type of service; (b) "training" means many things, and a more exact and classified definition is needed. It is hoped that by pointing up some of the lacks in current practices regarding volunteers, further definitive and constructive study can be aided for the future.
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CHAPTER 1

RECOGNITION OF THE PLACE OF THE VOLUNTEER

... The noun 'volunteer' and the adjective 'voluntary' are words which begin with the Latin root which means to will or to wish. Those terms come to us, however, through French channels and as usual took on some of the spontaneous qualities so often found in French language and culture. Not the least interesting of these qualities contributed by the French was the notion that the exercise of the will becomes important only when the will is free from external constraint. It thus happened that the volunteer became a symbol of freedom.1

In the early days, social welfare work was done entirely by volunteers. It was not until some perceptive people in the Charity Organization Society saw that training of personnel was needed to raise standards of service to the clients that roots were laid for professionalization. For centuries the church cared for the needy, but "with the rise of public relief systems, 'charity got into politics.'"2 When Mary Richmond entered the field of social work in the nineteenth century, there were many evils in the system of relieving poverty: relief was given indiscriminately; the societies for giving relief were acting independently of each other; there was no provision made for relationship between the giver and receiver; and nothing was done to remove

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the cause of poverty. The Charity Organization Society, through various measures, attempted to correct these evils. For instance, friendly visiting was designed to be the 'soul of the movement,' and this introduced the element of relationship for giver and receiver. Though friendly visiting became associated with the Lady Bountiful type of person who gave her time and money often with a condescending attitude, yet it was the forerunner of case work of today. Nevertheless, steps had to be taken between the two stages of development, and one of the first was to train the volunteer. This is described in Miss Smith's book Professional Education for Social Work in Britain.\(^1\) In 1898 the first professional school of Social Work was opened in New York and in 1904 a full year's course was established. Case work method was the earliest method used and taught, and this was followed by the group work method. As social work adopted a more generic approach to its functions and skills it was found that communities could be worked with from the same basic principles in case work and group work. Community organization was the resulting method and, as social workers entered the field of community organizations, it was found that the people they were working with were mainly volunteers. For example, the people who sat on the Community

\(^1\) Ibid., p. 113.

Chest Committee for better housing for low income groups were not people allied primarily with building or architecture, but people who were interested and voluntarily gave their time to study and plan for better housing. These people were not trained for their committee work, but brought to the committee their zeal, intelligence, 'voting power' and a wish to see reforms. This committee more nearly fulfilled the original function of volunteers, as will be seen in the following section, than many of the volunteers who are attached to social agencies today. It is this co-existence of social workers and volunteers in agencies that has produced many difficulties in meting out the rightful area to each. It is not for lack of guidance that this is so, for some of the pioneers in professional social work such as Porter Lee, studied the problem thoroughly. In his book, *Social Work as Cause and Function*, he describes this development in a special way. He put forward the concept that social work, historically, had the characteristics of a "cause," describing a cause as "usually a movement directed toward the elimination of an entrenched evil." However, he felt social work had "added to its character of a cause, the character of a function of a well-organized community." He pointed out

2 Ibid., p. 1.
3 Loc. cit.
that this addition was necessary because:

...the momentum of the cause will never carry over adequately to the subsequent task of making its fruits permanent. The slow methodical organized effort needed to make enduring the achievement of the cause calls for different motives, different skills, different machinery. At the moment of its success, the cause tends to transfer its interest and its responsibility to an administrative unit whose responsibility becomes a function of well-organized community life. 1

For example, workmen's compensation and settlement movement began as causes and though each still has many aspects of a cause, each has become a function. Developing his concept, Mr. Lee indicates that a cause is the concern of anyone who wishes to be concerned—there is no obligation. In contrast the effort of a functional organization demands ultimately the support of the community as a whole. In addition he points out that though causes and functional organization have similar human characteristics, the emphasis is different in each; zeal is most conspicuous in the cause while intelligence is most essential to the functional. Herein Mr. Lee feels is a problem for the social work profession and that is to become a "function of well-organized community life without sacrificing its capacity to inspire in men enthusiasm for a cause." 2

Because social work has become a very diversified function many people feel there is little left to do "to bring in the millenium. In this situation it is not to be wondered at that some persons with the temperament of the prophet rather than that of the executive deplore the preoccupation of social workers with organization, technique,

1 Ibid., p. 4.
2 Ibid., pp. 5-6.
standards and efficiency which have followed the development of social work from cause to function."¹ In defense, Lee points out that this preoccupation was necessary for the development of social work if it was to make permanent its results. Also, as social work develops further, the profession comes under the scrutiny of other professions and functional social work must justify itself. Lee then considers whether or not social work is using "the habits and machinery which are more appropriate to a cause"² than to a function. He points out that, for instance, the cause has a tendency to claim more for itself than it can perform. He feels that social work must develop the obligation of accountability and not, in the desire to succeed, be "uncompromisingly cosmic."³ Mr. Lee develops this concept further as he describes how social work must be reasonably, but "idealistically mundane."⁴

Summing up the development of social work from the viewpoint of the volunteer and with Porter Lee's description in mind, it can be seen that as social work became functional a split occurred in the general body of social workers. Some of these social work pioneers and those who followed them became a body separate from those who followed the trend for

¹ Ibid., p. 6.
² Ibid., p. 9.
³ Ibid., p. 10.
⁴ Loc. cit.
specific training but did what they could for the cause of charity or for some other adequate cause. This large body of people was the volunteers of yesterday and the ones who followed them, the volunteers of today.

As the profession of social work developed, it took over and organized many of the jobs previously done by volunteers. Among these jobs were those of the 'cause' variety; for instance, functions of provoking interest in social welfare and campaigning for reforms were attempted in the efficient, mechanistic way of the function. Volunteers were no longer considered able to do this job, as the professional worker, absorbed in his specialization, could see so many facets in the social problem presented. The volunteer was gradually deprived of this job and relegated to doing only specific jobs, of varying importance, in connection with an agency's functioning. The Community Chest committee on housing mentioned on page 3 did have, however, many 'cause' characteristics. It is the opinion of many authorities in and out of the field of social work that the agency must give up its monopoly in the 'cause' areas of social welfare and gradually turn them back to the volunteer.

Eduard Lindeman discusses this issue in *Canadian Welfare*. He develops his line of thinking by first quoting the French philosopher Alexis De Tocqueville who, after studying American democratic society, said "The health of a

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1 Lindeman, *op. cit.*, pp. 2-3.
democratic society may be measured by the quality of services performed by its citizen volunteer."¹ With this quotation in mind Lindeman feels that as professionalism increases and the sphere of the state grows, the volunteer's role and existence becomes more and more significant. He believes that volunteers must be recruited and won to the cause of keeping our democracy healthy. But, he wonders, "How can this potential energy of the volunteer be harnessed to the long and arduous tasks of peace? How is it possible to keep volunteers steadily and persistently at work to keep our democracy as strong in peace as it was in war?"² Pointing out that he is not alone in his concern he describes how three leading social work organizations are concerned about this issue. The first mentioned was the American Association of Social Workers which in its official journal, the Compass, wrote, "volunteers working in social and health agencies, citizens on boards and committees, are close to need and must form the core of any mobilization for action."³ The second group of organizations he mentioned were the Community Chest and Councils which he feels must bridge the gap between professionals and public. The third was the New York National War Fund which on retiring after the last war felt that the

¹ Ibid., p. 2.
² Ibid., p. 4.
³ Loc. cit.
greatest service it could render would be to make a survey of citizen participation. This survey revealed:

(a) during the war volunteers increased tenfold.
(b) many of these would like to serve in peace time.
(c) agencies cannot recruit as many volunteers as they would like.
(d) special planning is needed to make citizen participation fully realized.¹

As can be seen, recognition of the volunteer must be developed a great deal before it will be generally found that volunteers form the core of any mobilization for action.

(1) Development of Standards

Of course, if volunteers are going to regain their 'cause' function they must be better equipped for this job than they were in preceding centuries. Social welfare is a complex giant, and some understanding of it is essential for volunteers who are to help it grow well. Some writers indicate great lacks here: for instance, Lester Granger writes that "the public is unselective and indiscriminating in its response to social appeals except on the basis of disaster, or for emotional appeals like flood damage, lynching or T.B."² This sort of thinking from the citizenry of a country does not show a readiness yet to take over social action duties. In fact, Gladys Cahn feels "the nub of the volunteer problem...is to re-interest, re-inspire and re-

¹ Ibid., p. 6.
convert the volunteer."¹ To do just this requires that standards pertaining to a volunteer program as a whole must be forthcoming.

The standards in this field, though nebulous yet, are gradually taking form. Certain authorities have set up ideal requirements for the volunteer himself, in the recruitment and training of the volunteer and the on-the-job experience afforded the volunteer. It would be worthwhile to outline some of these authorities' ideas.

Anne Fitzpatrick describes the ideal volunteer as, "A person who has become aware of a need in the community, and whose social conscience has been aroused to the extent that he or she makes a personal effort to meet that need."²

This person, Mrs. Fitzpatrick, goes on to say, should have emotional stability, reasonable intelligence, sufficient free time, the skills required, a sense of perception, and a willingness not only to serve, but to learn how to serve within the framework of accepted social work practice. These conditions, however, are very idealistic as most people do not have such perfect qualifications. However, certain volunteer jobs require different qualities. For instance, it is more important that Board and Committee members have intelligence and perception (gained through experience).


than clerical and volunteer drivers. Program volunteers in group work agencies have more need for specific skills than the board member. The volunteer, working closely with children or other clients, needs emotional stability and ability to work within an accepted social work program.

Mrs. Fitzpatrick continues to consider what a volunteer should get out of her experience. Since she gets no monetary reward, a feeling of satisfaction should be forthcoming. She should have adequate working space and equipment, the chance to develop her skills, some orientation to her work, on-the-job instruction and a consultant to whom she can turn. These aids to her service will enrich her experience and make her services more valuable to the agency.

Another source of standards is the Symposium on Volunteer Motivations held at Vassar in 1948, under the auspices of the Advisory Committee on Citizen Participation of the Community Chest and Council Inc. of New York. This Symposium drew up four essential factors in a community's program for volunteer training. These were:

a) a laboratory to guide citizens into volunteer work, such as a volunteer service bureau can provide;
b) application of the principles of the dynamics of human behaviour to the volunteer and his training;
c) the need for training skills for special jobs; and, especially,
d) the need for training both to see the need for political action in relation to social problems, and to be effective in such action.1

Dr. Lindeman emphasizes the need for two kinds of training, formal training and on-the-job training. He says:

... most volunteers have in the past and will, perhaps, in the future derive their basic training 'on the job', that is through experience. However, the difficulty with this type of training is that (a) not all persons are capable of learning from experience, or need to be taught how to learn from experience; b) learning from experience within the context of an institution is likely to become stereotyped, that is, not sufficiently responsive to changes in society; and c) even those who learn readily from experience might become much more skilled if this learning were supplemented with a more formal type of training.\footnote{Lindeman, \textit{op cit.}, pp. 7-8.}

In summing up these points, certain elements for a volunteer program could be listed:

(1) Qualifications required in a volunteer will vary according to the type of service he is to give, e.g., members of boards and committees (policy committees particularly) should have at least reasonable intelligence and perception (gained through experience in the social welfare field). Clerical, drivers, program volunteers, and other related categories require mainly the skills necessary for the job and in varying degrees, an ability to work within social work practice.

(2) The volunteer, no matter what his function, should gain satisfaction from the job. (The experience of the volunteer is not covered by the survey done in connection with this thesis). The volunteer, in a concrete way,
should get some things from the agency—adequate space and equipment, on-the-job instruction, the chance to develop her skills, and a consultant to whom she may turn.

(3) On-the-job instruction and orientation will vary greatly according to the task.

(4) There should be a service such as a volunteer bureau can provide, to select suitable volunteers, and guide them to appropriate agencies.

(5) There should be some formal training for every kind of volunteer to provide not only for greater learning, but also to teach the need for political action in relation to social problems and to be effective in such action. This last point will help the volunteer re-gain the capacity to take over the 'cause' function originally belonging to him.

There are other studies on volunteers that examine segments of the problem. John Pollock in his thesis for Master of Social Work studied The Programme Volunteer in Leisure-Time Agencies, concentrating on the experiences of volunteers in two particular agencies. Thelma Shaw makes the volunteer, himself, the focus of an article and describes, negatively, how the volunteer feels.


William McAllister in his study as a student on *Programme Volunteers and Their Job Performance*\(^1\) studies statistically, characteristics of volunteers and compares them with ratings which the volunteers' supervisors had given them. He used a rating scale set up by Walter L. Kindelsperger in his book *Statistical Measurement in Group Work*.\(^2\)

(2) **Other Aspects of Voluntary Service**

How are volunteers used in Community Chest agencies in this city? How much training do they get and of what kind? How widely are they used? There are several reasons for asking these questions about voluntary service. In the first place volunteers are needed in social agencies today because of the enormous social work job to be done and because there will never be enough trained social workers to do it. There are many jobs, too, that trained social workers are doing that are a waste of professional time. Many jobs could be turned over to volunteers, if the volunteer worker were given some training in how to perform these jobs. This training and other aids to efficiency and to ensuring that the job be well done, are vitally necessary, otherwise more time might be spent undoing unskilled or thoughtless work than it would have taken the professional person time to do the job in the first place.

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\(^2\) Ibid., p. 95.
Other aids to increasing the efficiency of the volunteer's job are adequate space and equipment, opportunity to develop skills and the availability of a consultant. It is to be remembered, however, that whether or not the training or the aids to efficiency are present, the enthusiastic volunteer will continue on the job because the job is a 'cause' to her and something to be worked for, no matter what the odds are against it being done. Nevertheless, agencies today cannot afford to use volunteers inefficiently. There is heard a frequent complaint from agencies that there is a shortage of volunteers. It would be of interest and useful to know if this shortage is a lack in the number of people volunteering or only a seeming lack because of the inefficient use of existing volunteers.

Another aspect of volunteer service is its value in providing for people an opportunity to feel wanted and of use in society. The need to feel wanted is widespread among the people of this continent as the impersonal type of living in our society today leaves many people without the means to feel wanted or to feel they belong to something. Volunteer service can provide for some people such an outlet.

The final reason why volunteers are so important is a much wider, more intangible one. It has to do with the fact that this country is a democracy and the fact that
citizen participation in community affairs is vital to its existence. Thelma Shaw sums up the need for citizen participation thus:

1) a democratic community can and will function intelligently and effectively in direct ratio to the intelligent and effective functioning of its citizens; 2) citizen capacity is implicit, not functioning automatically, but developed through education and experience; and 3) wide participation in the management of community affairs is the foundation of freedom, the source of democratic government and must be steadily renewed and strengthened.1

(3) Method and Form of Study

This thesis is concerned with comparing the results of a survey on volunteers used in Community Chest agencies in this city with the criteria for volunteers previously mentioned in this paper.

At the first, the writer approached the Executive Director of Community Chest who supplied a list of agencies. From preliminary discussions with the Director, it seemed that volunteers could be divided into several categories according to their use, including groupwork, campaign volunteer workers (including fund schemes) board members and committee members. Many agencies on the list used one or more of these.

The method devised was that a questionnaire should be sent to all agencies, the results tabulated and examined and the decision made then as to whether further

interviews should be undertaken.

When studying the criteria set up for the volunteer, the difficulties inherent in setting up a set of volunteer standards becomes apparent. Such attributes as emotional stability, reasonable intelligence, sufficient free time, special skills and willingness to serve and learn can only be gauged very roughly. It is only after the volunteer has been on the job sometime that he can be assessed more fully. However, there are a few agencies that use volunteers in certain capacities that make imperative the careful testing of the volunteer's stability and maturity. Here, the use of case aides is an example. However, the difficulties are great and the University of Toronto School of Social Work, for example, abandoned a course for case aides after two years.¹

Nevertheless, though there are these difficulties in codifying criteria for volunteers, it is felt that any study which adds to knowledge and helps more effective work to be done has a definite value. It is hoped that this study of the use of volunteers in Community Chest Agencies may make some contribution towards the total field of knowledge and is one of the many steps which may result in a well-rounded effectual volunteer program.

¹ Mr. Napthali mentioned this.
CHAPTER 2

RECRUITMENT OF THE VOLUNTEER

(1) Method and Procedure

In connection with this study of volunteers, a survey was undertaken on voluntary service in certain agencies in Vancouver. The obvious group of agencies was the Community Chest agencies and it was hoped that all financially and non-financially participating agencies could be contacted in the survey. It was felt that this would give as broad a picture of voluntary service as possible. It was necessary to obtain the permission of the Executive-Director of the Community Chest before his agencies could be used in such a study.

An interview was arranged with Mr. Napthali, Executive-Director of the Community Chest and Councils, and the thesis topic and problem of selecting agencies was discussed. The Director felt a survey such as this would be helpful to the Community Chest and pointed out agencies in the financially-participating group who would be likely to use volunteers. The classification according to service of volunteer board members, committee members, program volunteers, clerical volunteers, volunteer drivers, and campaign canvassers, was discussed. It
proved difficult for Community Chest, however, to draw up a list of non-financially participating agencies as a revised list had not yet been completed. However, by using a list that was extant as of September 20, 1954, and with the help of Mrs. Gibb, office manager, and certain division heads, a list of 28 non-financially participating agencies was drawn up. With 50 financially participating agencies the total was then 78 agencies to be surveyed.

As time was limited, it was impossible to carry out the survey by interviewing the heads of all 78 organizations. This plan would have been ideal as more of the agencies' feelings about volunteers could have been secured along with the more objective information. However, a questionnaire was decided upon as being the most suitable with the amount of time available. It was thought that certain agencies might be interviewed later if it seemed their use of volunteers was particularly extensive or outstanding.

The final form (see Appendix A) had fifteen questions, most of them requiring just a check or a one-word answer. The last question asked for additional comments. The survey, which attempted to cover all of the essential information required, included questions on: numbers of volunteers used according to sex, duration of use, and specific duties; approximate time spent on volunteer jobs; which jobs require experience and which, training;
training methods and if duration of training time should vary with the job; whether supervision is given; how volunteers are recruited; how consistent is the average volunteer service; volunteer's opportunity to develop skills on the job; whether there is adequate space and equipment; director's opinion as to whether the program for volunteers is as good as he would like to see it and if not, if he would consider working with other agencies towards bettering the program; or if he felt it a matter for each agency to decide alone.  

The questions were drawn up after study of the standards devised by various authorities in and out of the field of social work (see pages 10, 11, and 12). Questions 1-6 and 9 are such that the answers may be summarized in table form, followed by a discussion of the factors involved. Because questions 7 and 15 cover more subjective material, tabulation is difficult and the answers will be discussed in full in the text. Results of questions 8, and 10-14 will also be discussed in the text.

A covering letter was sent with each questionnaire describing the purpose of the questionnaire, to whom it was being sent, and its relationship to Community Chest. Mr. Napthali's permission to use the questionnaire was also indicated.

1 Please refer to Appendix A for total questionnaire.
On February 5, 1955, the 78 questionnaires were dispatched and by February 18, 1955, 51 questionnaires had been received. As the returns came in a number was attached to each questionnaire and note kept of the date that each one was received. On February 15th a telephone reminder-call was made to all agencies who had not replied and they were asked if they could complete the form and mail it by the following night. In contacting the agencies by phone, reasons for non-return were given—the most prevalent being the imminence of annual meetings for most of the agencies, and the persons to whom my questionnaires were addressed were busy preparing annual reports. However, most of the agencies were very cooperative and 27 or 77 percent of the 35 who said they would return the form on time, did so. Only one executive said, "could not do so," due to pressure of work. Of the 25 agencies left, 3 agency executives were out of town and there was no one who could fill in the report; 7 of the executives' offices were reached and a message left; and 14 were not reached at all.

**Questionnaire Returns:**

18 or 23.1 per cent - received before phone reminder.

33 or 44.3 per cent - received after phone reminder.

What happened to the 60 agencies who had not sent in forms before the reminder?
35 of 60 or 58.3 per cent - agreed to return the form in time.

27 or 77 per cent of these did send in forms.

The Questionnaires Indicated:

3 or 5.9 per cent of 51 returned - were letters, not questionnaires.

4 or 7.8 per cent of 51 - indicated nil use of volunteers.\(^1\)

Thus the greatest number of answers that could be used in any one section would be 44. However, many forms were not completely answered and when discussing any question, the results will be given as a percentage of the agencies answering the question.

As there was a wide variety of agencies reporting, it seemed best to classify them according to Divisions in the Community Chest. This classification is not always ideal as certain groups of volunteers, though associated with a Division, may not themselves best fall into that same category. For instance, the women's auxiliaries to certain hospitals and institutions may be mainly social although they are placed in the Health Division.

There are other special cases: one agency (33) in the Family and Child Division indicated nil use of volunteers but the writer did indicate the use of certain qualified people in the community as consultants for the clients. These consultants are not considered volunteers.

\(^1\) Please see Appendix for list of agencies reporting and to see which agencies do not use volunteers.
in that they are asked to contribute their service and are not connected to the agency; agency (42) is another special case in this survey as it is concerned primarily with recruiting, selecting and placing volunteers and its own use of volunteers is secondary.

At times, it will be impossible to express the results of a certain question in percentages as there may be too wide a range in the quantity concerned. Where one agency weights an answer in a tabulation, this will be pointed out in the text. Otherwise it can be assumed that there is a fairly equal distribution.

The results of the questionnaire will be analyzed under the headings of recruitment, experience and training, and on-the-job situation of the volunteer. The question covering the first section on recruitment is number 9.

(2) **Recruitment**

Forty-one of the forty-four agencies answering the questionnaires gave replies to question 9. The following is a tabulation of the channels used by agencies in the service divisions given as a percentage of the number of agencies answering the question.

This table shows that the Volunteer Bureau is used by 46.4 per cent of the agencies and 56.02 per cent of the agencies use channels other than the 5 channels
Table 1. Showing Percentage of Agencies that Use Each Channel, According to Division

<table>
<thead>
<tr>
<th>Channel</th>
<th>% Agencies using according to divisions</th>
<th>Total Agencies Using Channels</th>
<th>% Agencies Using Channels</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Fam. 2</td>
<td>H'th.</td>
<td>G.W.</td>
</tr>
<tr>
<td>Volunteer Bureau Clients of Agency</td>
<td>12.2%</td>
<td>12.2%</td>
<td>12.2%</td>
</tr>
<tr>
<td>Clients of Agency Staff of Agency</td>
<td>4.76%</td>
<td>-</td>
<td>14.6%</td>
</tr>
<tr>
<td>Unknown People seeking vol. service</td>
<td>4.87%</td>
<td>7.3%</td>
<td>19.5%</td>
</tr>
<tr>
<td>Other</td>
<td>4.87%</td>
<td>7.3%</td>
<td>12.2%</td>
</tr>
<tr>
<td></td>
<td>9.75%</td>
<td>12.2%</td>
<td>19.5%</td>
</tr>
</tbody>
</table>

1 The material for this table was found in the answer to question 9 in Appendix A.

2 In the following chapter these abbreviations will be used where necessary: (Fam.) = Family and Child Division; (H'th.) = Health; (G.W.) = Group Work, (H'cd.) = Handicapped; and (Ex-S.) = Ex-Service.

listed in question 9. There follows a list of 'other' channels and all of them were used only once by the agencies reporting, except for the first five channels on the list which were used two or three times each.

- Normal School
- UBC Dance School
- Junior League
- Kitsilano High School Sororities
- Churches
- Fraternities
- Newspaper
- Parents of boy members
- W.A.'s
- Former boy members
(3) **Experience and Training**

(a) **Experience Required by Agencies.** On the question asking whether or not experience is required and if it is, for what jobs, 22 of the 44 agencies answering the questionnaires gave replies to this question.

As the numbers of agencies appearing on Table 2 are very small, as, for example, number 1 appears 15 times, the results from question 4 are not listed in the Divisions according to percentages. The total number of agencies demanding one type of service, for example, board memberships are expressed in terms of the percentage of the total number of agencies answering the question.

Fifty per cent of the agencies require experience for program volunteers and half of these agencies are group work agencies. Of the 45.5 per cent of the agencies requiring experience for clerical workers, half of the agencies are in the Family and Child Division. In the Health Division one agency demanded experience in all but one category of service.
Table 2. Number of Agencies Demanding Experience by Divisions and Type of Service and Percentage of Total Number of Agencies Using Type of Service.

<table>
<thead>
<tr>
<th>Service</th>
<th>No. of Agencies Demanding Experience by Divisions</th>
<th>% of total No. of Agencies</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Fam.</td>
<td>H'th.</td>
</tr>
<tr>
<td>Board</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Committee</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Program</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Clerical</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td>Campaign</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Drivers</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Others</td>
<td>1</td>
<td>-</td>
</tr>
</tbody>
</table>

1 Question for this table is found in number 4, in Appendix A.

(b) Training given for Special Jobs. In the answers to question 5 which covers the aspect of agencies providing training for certain types of service, it was found that 24 of the 44 agencies answered the question. These agencies indicated they provide training for one or more of these types of services. Table 3 expresses the numbers of agencies providing training for a category of service in terms of the percentage of the agencies answering question 5.

Program volunteers are given training in 70.75 per cent of the agencies reporting on this question and all Divisions had at least one agency represented as giving training to program volunteers. Of the 9 group work agencies that train their volunteers, 16.68 per cent of these
agencies give training to committee members and 12.5 per cent train board members.

Table 3. Percentage of Agencies and Totals of These Agencies by Divisions, Providing Training for Volunteers according to the Job.1

<table>
<thead>
<tr>
<th>Service</th>
<th>% Agencies Giving Training According to Divisions</th>
<th>Total Agencies providing training</th>
<th>% Agencies providing training</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board</td>
<td>8.3  8.3  12.5  -  4.15</td>
<td>8</td>
<td>33.25</td>
</tr>
<tr>
<td>Committee</td>
<td>-  8.3  16.68  -  4.15</td>
<td>7</td>
<td>29.13</td>
</tr>
<tr>
<td>Program</td>
<td>4.15 12.5  37.5  8.3  8.3</td>
<td>17</td>
<td>70.75</td>
</tr>
<tr>
<td>Clerical</td>
<td>-  8.3  8.3  -  4.15</td>
<td>5</td>
<td>20.75</td>
</tr>
<tr>
<td>Campaign</td>
<td>-  8.3  8.3  4.15  4.15</td>
<td>6</td>
<td>25.00</td>
</tr>
<tr>
<td>Drivers</td>
<td>-  8.3  4.15  -  4.15</td>
<td>4</td>
<td>16.3</td>
</tr>
<tr>
<td>Others</td>
<td>4.15  8.3  -  8.3  4.15</td>
<td>6</td>
<td>25.00</td>
</tr>
</tbody>
</table>

1 Material for this table is found in question 5, Appendix A.

(c) Training Methods. Thirty-four agencies answered the question that covered the training methods in use. The tabulation below expresses the training methods used by agencies in terms of percentage of agencies answering the question that use each method.

The method of informal description of job by a staff member is used by 76.5 per cent of the agencies reporting on question 6. The orientation course and orientation booklet are used by 47 per cent of the agencies. In the case of the use of an orientation course, the range of the extent of the use of this method varied from 69 per cent
Table 4. Use of Training Methods by Percentage of Agencies Using Each Method

<table>
<thead>
<tr>
<th>Training Method</th>
<th>No. of Agencies Using Method</th>
<th>% of Agencies Using Method</th>
</tr>
</thead>
<tbody>
<tr>
<td>Orientation Course</td>
<td>16</td>
<td>47%</td>
</tr>
<tr>
<td>Orientation Booklet</td>
<td>16</td>
<td>47%</td>
</tr>
<tr>
<td>Informal Description by Staff</td>
<td>26</td>
<td>76.5%</td>
</tr>
<tr>
<td>+ Staff meetings or Discussion Groups</td>
<td>5</td>
<td>14.7</td>
</tr>
<tr>
<td>+ Conferences of Institutes</td>
<td>2</td>
<td>5.9</td>
</tr>
<tr>
<td>Other</td>
<td>6</td>
<td>17.7</td>
</tr>
</tbody>
</table>

1 Question 6 on the survey, Appendix A, covered this aspect of volunteer training.

* These were not included in the questionnaire but were added in comment because some of the agencies listed these methods.

of Group Work Division Agencies to 10 per cent of Handicapped Division Agencies. Of the 16 agencies which indicated use of this method, 11 stated amount of time: 3 stated a course of "2-3 sessions" (the length of a session was not shown); 2 stated "3 days," and "1 or more days," respectively; one indicated "6 hrs.",; 2 agencies stated a course of 6 weeks and one agency one for 3 weeks; the longest period was 3 months (12) and one (50) indicating consistent training stated 3 hours per month. Not all agencies use all methods and the answers indicated various combinations of the methods, e.g., 5 agencies use orientation booklet and informal description of job by staff members and 8 agencies use
3 methods, orientation course, orientation booklet, and informal description by staff member. One agency (48) that has an extensive and well-established program for volunteers uses all five methods. On the other hand, 50 per cent of the Family Division Agencies use one method of training.

(d) **Comments on Training.** Question 7 on the reports sent out asks for a comment on the length of training required for different volunteer jobs. Of the 44 agencies filling out the questionnaires, 19 or 43 per cent left this question blank. Twenty-five answered the question and 18 or 72 per cent of these said "Yes" to the question, "Does the Training Period vary according to the relative importance of the service?" and 16 per cent of the agencies said "No," to this question and 12 per cent made some comment but did not answer "Yes" or "No."
CHAPTER 3

DEVELOPMENT OF THE VOLUNTEER

In the following section some of the on-the-job conditions revealed by the reports sent out will be shown. These will be discussed under the following headings: number used; consistency of use; types of jobs; length of time spent on the job per unit of time; and how many volunteers have supervision.

(1) Number Used

The question regarding numbers of volunteers used, in a 12 month period, asked that the number of men and women used be listed separately but if no separate record was kept to list the total number of volunteers used. The number of agencies answering the question in each Division is also listed. (See Table 5 on the following page.)

The Group Work Division is heavily weighted because one organization (20) uses 1400 male volunteers and 700 female volunteers alone. Another agency (39) also weighted this Division as it uses 800 female volunteers. The totals in Table 5 indicate that in the agencies surveyed, 1951 male and 2958 female volunteers are used. Nine hundred and seventy-nine volunteers are not listed
Table 5. Numbers of Volunteers Used, by Sex (or Total Number) according to Divisions and Numbers of Agencies specifying Use, in a 12 month period.

<table>
<thead>
<tr>
<th>Volunteers</th>
<th>1) Family &amp; Child</th>
<th>Health</th>
<th>2) Group Work</th>
<th>Handicapped</th>
<th>Ex-Service</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Agencies specify use</td>
<td>No. used</td>
<td>Agencies specify use</td>
<td>No. used</td>
<td>Agencies specify use</td>
<td>No. used</td>
</tr>
<tr>
<td>1)a Male Volunteers</td>
<td>5</td>
<td>87</td>
<td>2</td>
<td>226</td>
<td>10</td>
<td>1569</td>
</tr>
<tr>
<td>Female Volunteers</td>
<td>7</td>
<td>176</td>
<td>6</td>
<td>734</td>
<td>10</td>
<td>1783</td>
</tr>
<tr>
<td>1)b Total</td>
<td>2</td>
<td>28</td>
<td>1</td>
<td>130</td>
<td>2</td>
<td>493</td>
</tr>
<tr>
<td>Total Used</td>
<td>291</td>
<td>1090</td>
<td>3895</td>
<td>501</td>
<td>161</td>
<td>39</td>
</tr>
</tbody>
</table>

1 See question 1)a and b of questionnaire, Appendix A, for full details.

2 See text to show weighting of result by one agency.
according to sex. Roughly, of the 5888 volunteers used in the 39 agencies answering the question, one-third are men, one-half are women and one-sixth are not listed by sex.

(2) **Consistency of Volunteer Service**

There are two questions which deal with consistency of volunteer service. One of these questions, number 2a, asks if there are any volunteers who work all the year round. Thirty-two questionnaires had answers to this question and thirty-one of these, or 97 per cent, said "Yes" and one, or 3 per cent, said "No." Question 10 on the survey asked whether or not there was a high turnover of volunteers. Of the 32 answers to this question, 30 or 94 per cent said there was not and 2 or 6 per cent said there was a high turnover.

(3) **Types of Jobs Filled by Volunteers and Numbers Used in Each Category**

Of the 44 agencies answering the questionnaires, 41 answered question number 2 which is concerned with the numbers of volunteers performing different volunteer jobs. (See Table 6 on the following page.)

The number of Board members used by the agencies answering question 2 ranges from 2 - 50 members except for one agency (20) which uses 200. This type of volunteer service is used by 75.5 per cent of agencies answering question 2.
Table 6. Numbers of Volunteers Used in a 12 Month Period by each Division and the Type of Service Performed. 1

<table>
<thead>
<tr>
<th>Service</th>
<th>Family &amp; Child</th>
<th>Health</th>
<th>Group Work</th>
<th>Handicapped</th>
<th>Ex-Service</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Agencies specify use</td>
<td>No. used</td>
<td>Agencies specify use</td>
<td>No. used</td>
<td>Agencies specify use</td>
<td>No. used</td>
</tr>
<tr>
<td>Board</td>
<td>9</td>
<td>146</td>
<td>3</td>
<td>71</td>
<td>9</td>
<td>355</td>
</tr>
<tr>
<td>Committee</td>
<td>6</td>
<td>102</td>
<td>3</td>
<td>131</td>
<td>10</td>
<td>1804</td>
</tr>
<tr>
<td>Program</td>
<td>3</td>
<td>26</td>
<td>9</td>
<td>29</td>
<td>8</td>
<td>1406</td>
</tr>
<tr>
<td>Clerical</td>
<td>7</td>
<td>26</td>
<td>3</td>
<td>3</td>
<td>5</td>
<td>175</td>
</tr>
<tr>
<td>Campaign</td>
<td>1</td>
<td>5</td>
<td>1</td>
<td>50</td>
<td>2</td>
<td>406</td>
</tr>
<tr>
<td>Drivers</td>
<td>5</td>
<td>35</td>
<td>3</td>
<td>31</td>
<td>1</td>
<td>10</td>
</tr>
<tr>
<td>Others 2</td>
<td>3</td>
<td>26</td>
<td>6</td>
<td>837</td>
<td>4</td>
<td>391</td>
</tr>
<tr>
<td>Total used</td>
<td></td>
<td>349</td>
<td>1152</td>
<td>4547</td>
<td>559</td>
<td>189</td>
</tr>
</tbody>
</table>

1 Material for this tabulation was found in answer to question 2, Appendix A, in the reports sent out.

2 See text for list of "other" jobs, (p. 32).
(See Table 7, below.) The category with the greatest number of volunteers used is the committee one, which uses 2129 volunteers in a 12 month period. However, agency (20) uses 1500 alone. It is not known what types of committees were included in this category as, for instance, one agency included a phoning committee. One agency (42) in the Group Work Division uses 150 of the 238 clerical volunteers used

<table>
<thead>
<tr>
<th>Type of Service</th>
<th>% of agencies using type of service</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board Committee</td>
<td>75.5%</td>
</tr>
<tr>
<td>Program</td>
<td>53.5%</td>
</tr>
<tr>
<td>Clerical</td>
<td>49%</td>
</tr>
<tr>
<td>Campaign</td>
<td>44%</td>
</tr>
<tr>
<td>Drivers</td>
<td>1.2%</td>
</tr>
<tr>
<td>'Other'</td>
<td>34%</td>
</tr>
<tr>
<td></td>
<td>46%</td>
</tr>
</tbody>
</table>

1 Answers to question 2, Appendix A, on the reports sent out provided material for this table.

but it is not primarily a Group Work Agency. Of the 464 campaign volunteers used, 400 were supplied by one agency for the Community Chest Campaign. Nineteen agencies indicated using 1477 volunteers in the 'other' category and the numbers used per agency range from 1 to 300. A list

1 See list following.
of 'other' volunteer jobs follows according to Divisions:

A List of 'Other' Jobs

Family and Children

1. (Clinic assistants.
   (Receiving Home Handicraft teachers.
   (Knitting.
2. Use of Rotary Club members as consultants.
3. Clothing.
4. Helper's groups.

Health

1. (Health centre.
   (Mobile bus.
   (Chest x-ray (helpers).
2. Admitting in O.P.D.
3. One writing a special pamphlet.
4. (First aid.
   (Home nursing.
5. Clerical (used annually for meeting notices).

Group Work

1. (Teen dance supervisors.
   (Building maintenance and repair.
2. Hostessing, serving, sewing.
3. Coaches.

Handicapped

1. (Scorekeepers in bowling.
   (Guiding in fishing excursions.
   (Square dance leaders.
   (A sorority which has a Christmas sale of
   (blindcraft goods.
2. Braille transcribers.
3. (Mobile library.
   (Clinic aides - entertainment.
   (Loan cupboard.
   (Speakers.

Ex-Services

1. Hostesses.
2. Watchmen.
(4) **Length of Time Spent on the Job Per Unit of Time**

This aspect of a volunteer's job was questioned by means of a table with type of job listed against captions to indicate hours of service per day and days per week. Because of the variety of responses to this question it is difficult to sum up the results. Some of the tables had ticks under the hours/day column and no indication of days/week; these responses were not used in the tables that follow: some of the answers were expressed on the basis of days/month or hours/week or hours/month or hours/5 days and so on; these responses have been set down in the two tables that follow starting from the smallest amount of time; under 2 hours per month up to the longest, over 4 hours per 5 days a week.

Of the 36 agencies answering question 3 30.5 per cent of the agencies have board members giving 'up 4 hrs/month', and 19.5% give 'over 4 hrs/month'. 11.1 per cent of agencies have program volunteers giving 'under 2 hrs/week', another 11.1 per cent have program volunteers giving 'up 4 hrs/week' and another 11.1 per cent of these same volunteers give 'up 4 hrs. twice a week'. 
Table 8. Number of Agencies with Volunteers, Giving Service up to the Category of 'Over 4 Hrs/Week', According to Type of Service.

<table>
<thead>
<tr>
<th>Type of Service</th>
<th>Number of Agencies</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>under 2/2 months</td>
</tr>
<tr>
<td>Board Committee</td>
<td>1</td>
</tr>
<tr>
<td>Program</td>
<td>5</td>
</tr>
<tr>
<td>Clerical Campaign</td>
<td>4</td>
</tr>
<tr>
<td>Drivers</td>
<td>-</td>
</tr>
<tr>
<td>Other</td>
<td>3</td>
</tr>
</tbody>
</table>

1 Question 3 in Appendix A is source of this table.

Table 9. Number of Agencies with Volunteers Giving More Than 'Over 4 Hrs/Week' According to the Volunteer Job.

<table>
<thead>
<tr>
<th>Type of Service</th>
<th>under 2/2 days</th>
<th>up 4/2 days</th>
<th>over 4/3 days</th>
<th>up 4/4 days</th>
<th>up 4/5 days</th>
<th>over 4/5 days</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board Committee</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Program</td>
<td>4</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Clerical Campaign</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Drivers</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

1 See question 3, Appendix A, on the survey for full details of this table.

2 During Community Chest Campaign.
(5) **Number of Agencies Providing Supervisors for Volunteers**

The question regarding the provision of a consultant for the volunteer appears as number 8 on the survey. Of the 38 agencies answering the question, 35 or 92 per cent answered that "all volunteers have a consultant." Two of the agencies or 5.3 per cent stated that "some volunteers have" and one stated that "none have."

(6) **Agency Comments**

The last five questions on the forms sent out ask for comments about the volunteer program in the agency. The first of these asks "Does the volunteer have a chance to develop his skills through volunteer service". Of the 39 agencies answering this question (number 11) 36 or 92 per cent said "Yes" and 3 or 8 per cent said "No".

The next question (number 12) asks if "the volunteer has adequate on-the-job space and equipment to perform his function well". Twenty-nine or 78 per cent of the 37 agencies answering this question said "Yes" and 8 or 22 per cent said "No".

Question 13 asks for an overall comment on the agency program—"Do you consider that the program for volunteers in your agency is as good as you would like to see it?". Forty agencies answered the question and 11 or 27 per cent said "Yes" to this question. Twenty-nine or 73 per cent said "No".
Question 14 follows on from 13 and asks if (you do not consider the program for volunteers in your agency is as good as you would like to see it), "Would your agency consider working with other interested agencies in experimenting with and setting-up better volunteer programs, if agencies were to confer for this purpose?" Of 28 answers to this query 23 or 82 per cent said "Yes" and 5 or 18 per cent said "No". The second part of this question goes on "Or is it your opinion that the setting up of a volunteer program is strictly a matter for each agency to consider alone?" Thirty agencies responded to this part and 50 per cent said "Yes" and 50 per cent said "No". It would have been expected that the eleven agencies who answered "Yes" to question 13 (do you consider your agency program as good as you would like to see it?) would not have answered number 14 (concerning working with other agencies or planning alone). Although 5 or 45 per cent of these did not, the remaining 6 did and their answers were combined in different ways: two said "No" they would not consider working with other agencies and "Yes" they thought it was a matter for each agency to consider alone; two left the first part of number 14 blank and said "Yes" to the second part— it was a matter for each agency to consider alone; and two said "Yes" to both parts of question 14— they would consider working with other agencies and also that it was a matter for agencies to consider alone.
As was mentioned before, there were twenty-nine answers of "No" to question 13—they did not feel their program was as good as they would like to see it. Twenty of these agencies or 60 per cent said "Yes"—they would be interested in working with other agencies in setting-up volunteer programs. Seven agencies or 24 per cent said "Yes" to the second part—they thought this was a matter for each agency to consider alone. These seven agencies were distributed through all the Divisions—three of them being in the Handicapped Division.

The last point on the questionnaire asked the agency to add any comments regarding the use of volunteers in an agency. A full report of the comments will be found in Appendix C. Some agencies carried on from question 14 and made additional comments to it such as "There are two aspects to volunteer training and some training must be agency-based for its job." Some indicated what they felt about volunteer service such as one comment which said, "Volunteers interpret work to the community". Several indicated they thought volunteers were important and gave reasons why they felt they had not utilized them well. One such remark was "Activity of volunteers limited by available staff to encourage and supervise". One agency was quite frank and said they "find volunteers a nuisance but as cash donors like giving service as well as cash, so have to use them."
CHAPTER 4

SUMMARY AND EVALUATION

Several aspects of the study remain to be covered in this chapter and these will be discussed under the headings of:

(1) Limitations of the Study.

(2) Comparison of Questionnaire Replies and Criteria Discussed in Chapter 1.

(3) Summary of Finding.

(4) Recommendations for Future Development in Volunteer Programmes.

(1) Limitations of the Study

The number of agencies approached was relatively small and did not include all agencies in Vancouver\textsuperscript{1} who make use of volunteers in their programme. Therefore, no conclusions can be drawn from the findings but only indications of attitudes and practices relating to the volunteer. Of those agencies contacted, some were unable to return the forms due to various pressures within the agencies (several were preparing for annual meetings or had

\textsuperscript{1} See p.17 for discussion of how agencies were chosen.
very heavy work schedules). The final return of 48 questionnaires represented a 61.5 per cent return.

Another important limitation in the study was that certain terms used in the questionnaire such as "training period" are not clearly defined anywhere. Responses to the questions will have been more subjective as each person filling in a form would have their own opinion of some of these concepts. Other terms needing definition are "adequate space and equipment", "a chance to develop his skills", "a consultant to turn to", "committee members", "program volunteers", "experience" "orientation course" and possibly certain others. It may be that where any of these questions were left unanswered the person completing the form was unsure of the exact definition and preferred to leave a blank.

Any survey, such as the one incorporated in the present study, can only pose arbitrary questions designed to obtain objective information concerning numbers and job classification. Where some assessment of feelings is required, a questionnaire has limitations. This difficulty may be overcome by adding a series of personal interviews to the information gathered but, even here, interpretation of feelings expressed by the "interviewee" does present difficulties. However, a strength of the questionnaire is that it often points up areas that are not understood or clearly defined. This helps to define the problems more clearly for
future investigation.

A further point to be remembered is that the study has considered volunteer work in general and has not attempted any division on such lines as the different work to be undertaken in group work agencies or case work agencies or any other type of organization.

(2) Comparison of Results with Criteria

It will be remembered that in Chapter 1, certain criteria for volunteer work are suggested as laid down by various authorities. It is thought that, since the questionnaire was originally planned after study of these authorities, and with some consideration of the operation of agencies in Vancouver, it might be of help to attempt some assessment of volunteer programmes (as exemplified in the answers to the questionnaires) using the criteria as a standard.

(a) Recruitment of Volunteers. In Chapter 1 it was pointed out that "there should be a service such as a volunteer bureau can provide, to select suitable volunteers and guide them to appropriate agencies". Question 9 asks for the recruitment channels used by the agency to get volunteers. Table 1 indicates that the channel most widely used is the Volunteer Bureau—46.35 per cent of agencies use this channel. However, there are many other sources used. The survey does not point out what percentage of volunteers used have come to the agency through the Volunteer Bureau;
it merely indicates how many agencies use this channel sometimes. It would seem, however, that a wider use of the Volunteer Bureau might result in the development of a full recruitment programme and the provision of definite standards. This question on recruitment was answered by 41 or 93 per cent of the 44 agencies reporting and is one of the questions answered by the larger number of agencies.

(b) Experience Required. "Qualifications required in a volunteer will vary according to the type of service he is to give, e.g., members of boards and committees (policy committees particularly) should have at least reasonable intelligence and perception (gained through experience in the social welfare field)." Experience required for volunteers is an aspect of volunteer selection. Question 4 on experience was answered by only 22 or 50 per cent of agencies reporting. However, only 5 or 22.8 per cent of the agencies answering this question indicated that experience was required for board and committee members. If it were thought that a blank left to this question on experience meant "no consideration given to experience", 5 or 11 per cent of the 44 agencies only, require experience for these categories. It is more probable that agencies do require some experience but for some reason did not specify the details, but if the figure were accurate it would seem that the question of experience might be considered more carefully. Table 2 expresses the results to question 4 more
fully. From the answers given by this group of agencies, Group Work Agencies give more weight to experience in a volunteer than agencies in other Divisions. However, these agencies use volunteers to a greater extent in programme work and the experience required is likely to be of a different quality or kind to that required in other Divisions. (See Table 5.)

(c) **Training for the Volunteer and Methods Used.** "There should be some formal training for every kind of volunteer." This is a criteria on training found in Chapter 1 and it is followed by another one—that on-the-job instruction should be given, too. Only a slightly higher number of agencies answered the question on 'training given for special jobs' than those answering on experience required. More agencies give training in each category (except for that of drivers) than require experience. More agencies give training to program volunteers than any other type of volunteer service. It would seem that much more needs to be done in the field of training, formal and informal.

Although only 24 agencies answered the question on training given, 34 answered the question on training methods used. This discrepancy may in part be due to the hurry the writer was in but also is due, it might seem, to a lack of clarification in the writer's own mind as to just what categories of service are trained. As mentioned above
there is a real need for formal training as well as on-the-job instruction as pointed out in point 3 of the criteria. However, the informal description of job by a staff member is the most widely used method by 76.5 per cent of the agencies answering the question. This method, though easiest for the agency, may not provide much knowledge for the volunteer, nor will it always increase understanding, which might make volunteer service a richer experience and of more real value to the agency. The staff person giving the description may often be in a hurry, may miss pointing out important parts of the volunteer's job and certainly not be able to describe the volunteer's job in relation to the broader values of such service as described in Chapter 1. The orientation course and orientation booklet were used by 47 per cent of the agencies answering this question. The amount of time spent in the former varied and it was often not clear just how long was meant, such as the answer "2-3 sessions". It would seem that more definition is needed as to what formal training is. (Beginnings have been made here as is indicated by "other" training methods The Vancouver School Board has sponsored a general, formal training type of course at one of its Night Classes. Also the University of British Columbia Extension Department has initiated some courses in training for a specific type of service. There is great need to extend this training to all categories of volunteer service and, if it were possible, to every volunteer.)
Question 7 on training, was answered by only 43 per cent of the agencies filling in the form. Although most of these answers were "Yes", the following comments did not suggest that agencies saw any necessity to vary the training period with the job. The following are some of the comments made:

(1) "Yes, but only if special skills need to be acquired. Basic group work information does not vary."

(2) "Yes, it does. Because a clerical worker usually has a general idea of the work whereas the Board member may not."

Some of the answers distinguished between "orientation" and "training". "Orientation" is generally regarded as including information given to the volunteer at the agency at the beginning of his service. Training includes formal training which may or may not be given at the agency and will be a continuous process throughout service.

(d) On-the-job Conditions. Answers to the question regarding on-the-job conditions were analysed in the last part of Chapter 2. Some of these have little to do with criteria directly but are of interest in themselves.

Numbers of volunteers. There are approximately 6,000 volunteers used by the 39 agencies answering this question. Five agencies did not answer this question: it would seem that this should be basic knowledge to have in regards to volunteers and it is possible that the volunteer programmes were not organized in such a way that
numbers are recorded. There is also the possibility that the wording "numbers used in the time period of 12 months" may have made the question confusing to some.

Consistency of volunteer service. Of the agencies answering questions 2a and 10, 97 per cent and 94 per cent, respectively, indicate that it is not hard to keep a volunteer on the job—often, of course, an enthusiastic volunteer will continue on the job because it is a 'cause' to her rather than for any preference in working conditions or similar considerations.¹ This was indicated in part 2 of chapter 1.

Shortage of volunteer workers. It was also pointed out in Chapter 1 that perhaps the complaint about lack of volunteers is not because there is a real shortage but because full use is not made of existing volunteers. In answering question 1, 39 agencies indicate the use of 6,000 volunteers. Question 2b as shown in Table 6, indicates an even greater number of volunteers, 6800, than does question 1. This discrepancy might be due to hurried completion of forms, or to inadequate recording of numbers at the agency. Shortage in any one area of service or agency could not be assessed from this general answer and further investigation of this particular problem seems indicated.

Amount of time spent on the job. The hardest question for agencies to answer appeared to be number 3,

¹ See comment on p. 14 in Chapter 1.
dealing with the amount of time spent on-the-job. Although to give exact answers here might not always be possible, it is felt even an approximate knowledge of time spent on the job would be of help to the agency in assigning work loads or assessing needs for future programmes.

**Provision of a consultant.** The last section in Chapter 2 concerned the number of agencies providing consultants for volunteers. A very high percentage (92 percent) of the agencies answering this question said, "All have consultants." As indicated in the criteria on page 12, this is one of the requirements for effective use of the volunteer. However, there is no indication of the amount of time given for consultation, nor any information about the type of service given. It might be wondered, too, how much understanding is given the volunteer as to how to use the consultant, what help he can give and so on. Certainly, it is necessary for supervision and consultation to be thoroughly explained in order that the volunteer may make the best use of it.

Continuing the consideration of on-the-job conditions, criterium 2 in Chapter 1 says, in part, "The volunteer, in a concrete way, should get some things from the agency—adequate space and equipment..., and the chance to develop her skills." Seventy-eight per cent of the 37 agencies answering question 12 "Do you consider that the volunteer has adequate on-the-job space and equipment to perform
his function well?" said "Yes" and 92 per cent or 36 out of 39 agencies answering number 11, "Does the volunteer have a chance to develop his skills through volunteer service?" said "Yes". However, there is still the need for clarification of what is "adequate" in the one case and what is "opportunity" in the other.

(e) Overall Evaluation of Programmes. The next two questions on the form attempt to elicit some of the feelings of agencies regarding their evaluation of programmes and what might be done to improve these. Seventy-three per cent of those answering number 13 do not feel their programme "is as good as they would like to see it". The results to question 14, that follows, is somewhat confusing. Supposedly, an agency would not give the same answer to both parts of 14 as it is an "either-or" type. However, 23 said "Yes" and 5 "No" to the first part and 15 said "Yes" and 15 "No" to the second part. The reason for this discrepancy is not apparent but it is possible that either the question was answered in a hurry or else the writers were confused as to what they did feel. It is possible that they could see the need for both, agency-planning for volunteers as well as inter-agency-planning on certain aspects and felt the question was a choice between the two. At least two agencies made comments to this effect.
(f) **The Place of the Volunteer.** The last question on the form, number 15, was answered by 23 or 52 per cent of the agencies reporting and the comments cover a wide range of ideas. However, none of the agencies except one (Code 25—having a professional social worker directing it) had the idea that volunteers have a definite and unique place in the social welfare picture and that their work has a place beside the professional worker. Too often, it is felt, from reading the recorded answers, that the volunteer is there to fill in where trained staff are lacking, or else to be a quick way of getting a job done. However, a brief answer to a questionnaire should not be regarded as an accurate statement of opinion in this area: a personal interview might elicit quite a different reaction.

(3) **Summary of Findings**

Very briefly these may be stated:

(a) Seventy-eight questionnaires were sent out to Community Chest Agencies; 51 replies were received.

(b) There are over 6800 volunteers used in the 39 Community Chest Agencies surveyed.

(c) One-half of these are women, one-third men, one-sixth not listed by sex.

(d) Group Work Agencies accounted for at least 65 per cent of these.

(e) Committee members are the most common type
of service and board members are the type of service most widely used.

(f) Recruitment of volunteers takes place through many channels though the Volunteer Bureau is most widely used.

(g) The qualification of experience is not considered as much as would be desired and training given for the various types of service was not widely indicated.

(h) The informal description of job by staff was the most widely used training method and agencies did not seem too clear on why the training period should vary according to the relative importance of the service.

(i) Use of consultants was high among the agencies reporting.

(j) Volunteer service appears to be consistent but time spent on the job is not well known by the agency.

(k) Agencies feel the on-the-job conditions for the volunteer (as regards space and equipment, and opportunity to develop skills) is good.

(l) A predominant number of agencies do not feel their program is yet perfect and would like to cooperate with other agencies in setting up better volunteer programmes.

(4) Recommendation for Future Development in Volunteer Programmes

It is recognized that the numbers of agencies contacted is comparatively small and to be of the greatest
value, a study should be made of all agencies and organizations using volunteers. Other points for further study include:

(1) A study of various communities in British Columbia—are there differences between use or training of volunteers in Vancouver and in smaller towns or rural areas.

(2) A study of the different types of experience which might prove most valuable for volunteers, and what experience should be required for specific volunteer jobs.

(3) A study of what constitutes "adequacy" or "desirability" in certain areas of volunteer work.\(^1\)

Apart from these recommendations for general research, certain recommendations may be made regarding the use of volunteers generally; these are applicable to any agency using volunteers and have been drawn up after study of all the questionnaires and analyses of agency comments.

It is suggested that:

(a) agencies might use the Volunteer Bureau more in the recruitment of volunteers.

(b) experience should be given more consideration in the selecting of volunteers, particularly board and committee members.

(c) greater care and control should be exercised in a volunteer program so that volunteers will be used most efficiently (knowledge of time spent on the job by volunteers

\(^1\) See discussion on p. 38.
is a tool that could be used here).

(d) agencies should work toward defining certain terms in common usage in volunteer programmes such as "orientation", "experience", "training period" and others mentioned earlier. By defining these terms, a greater clarity in the problems underlying the inefficient use of volunteers may be realized.

(e) studies be done on more specific aspects of volunteer service, e.g., what would agencies be prepared to do in the way of conferring together about volunteer programmes?; how ready are agencies to change present practices?

(f) lastly, but of great import, efforts should be made to gradually include greater numbers of agencies with volunteers participating in formal classes such as are offered now by the U.B.C. Extension Department and the Vancouver School Board. This will not be a matter of making sweeping changes quickly. It will be a slow development in volunteer training and can best be started with a strong interested nucleus of volunteers and teachers-of-volunteers.

There is the question of the volunteer and social action and the fact that this job is one of the most important that the volunteer has. It has been recognized earlier in this study that much will have to be done to help the volunteer take over this work more firmly and understandingly. This area needs much additional study but time limits its
There is no doubt but that volunteers are doing a good job of work in many agencies in Vancouver. It is also certain that the agencies themselves are anxious to improve conditions for volunteer workers and where possible to make greater use of them. It is hoped that this limited study makes some contribution to this area of concern.
Appendix A.

Questionnaire Sent to Community Chest Agencies
Dear

THE USE OF THE VOLUNTEER WORKER

A thesis is being prepared for submission to the School of Social Work at the University of British Columbia in partial fulfillment of the requirements for an M.S.W. degree. With the help of the Executive Director of the Community Chest, an approach is being made to all Chest agencies and their help is being asked in completing a questionnaire concerning the use of volunteers in the agencies. Apart from its use in the School of Social Work, it is felt that all agencies might benefit by some study of various aspects of volunteer work and it is hoped that you will cooperate in this research project.

The questionnaire attached has been kept as brief as possible, but covers all the essential information required. The majority of the questions require only a check mark or a one word answer. The final question does however give the opportunity for a more detailed comment and it would be very much appreciated if you could give your feelings on the matter.

All completed questionnaires will, of course, be treated with the strictest confidence and will not be available to any other agency. In the discussion of points arising from the material supplied no agency will be specifically named unless the agency itself requests this. Code numbers or letters will be assigned to every agency and will be used throughout the thesis.

It would be very much appreciated if you would spare the time to fill in and return the attached questionnaire as soon as possible.

Yours sincerely,

D. M. MacDonald (Mrs.)
1. (a) Approximately, how many different volunteers has your agency used during 1956, or any 12 month period?  Males  ___________________  Females  ___________________
   
   (b) If no separate records are kept of men and women, enter the Total  ___________________

2. Are there any volunteers working regularly all the year round? Please fill in the approximate number of volunteers working in any of the positions listed below, and also add any extra jobs not mentioned.

   [ ] Board members  [ ] Volunteer drivers
   [ ] Committee members  [ ] Campaign (door to door, etc.)
   [ ] Program volunteers  
   [ ] Clerical volunteers

3. What is the approximate length of time worked by these volunteers daily, and for how many days per week?

<table>
<thead>
<tr>
<th>SERVICE</th>
<th>AMOUNT OF TIME DAILY</th>
<th>days per week</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>under 2 hours</td>
<td>up to 4 hours</td>
</tr>
<tr>
<td>Board members</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Committee members</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program volunteers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Clerical volunteers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Campaign volunteers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Volunteer drivers</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4. For which of the above services do you require volunteers to have had some experience?

5. In which of the above categories of service do volunteers receive training?

6. What training methods are in use?

   [ ] an orientation course?  ___________________  how long?  ___________________
   [ ] an orientation booklet?  ___________________
   [ ] an informal description of job by a staff member?  ___________________
   [ ] other? describe briefly  ___________________
7. Does the training period vary according to the relative importance of the service - i.e. would you consider board members require more orientation than clerical workers?

8. Does the volunteer have a supervisor or consultant to whom he can turn? Please check: [ ] all have [ ] some have [ ] none have

9. Do you recruit volunteers through the following channel or channels:
   [ ] the Volunteer Bureau
   [ ] the clients of the agency
   [ ] the staff of the agency
   [ ] unknown people seeking volunteer service
   [ ] other - (please describe)

10. Over a 12 month period do you find: (Underline your finding.)
     that the same volunteers are consistently at work
     that there is a large turnover in volunteers

11. Does the volunteer have a chance to develop his skills through volunteer service?
    [ ] yes [ ] no

12. Do you consider that the volunteer has adequate on-the-job space and equipment to perform his function well?
    [ ] yes [ ] no

13. Do you consider that the program for volunteers in your agency is as good as you would like to see it?
    [ ] yes [ ] no

14. If not, would your agency consider working with other interested agencies in experimenting with and setting-up better volunteer programs, if agencies were to confer for this purpose.
    [ ] yes [ ] no
    Or is it your opinion that the setting-up of a volunteer program is strictly a matter for each agency to consider alone?
    [ ] yes [ ] no

15. Have you any additional comments regarding the use of volunteers in an agency?

__________________________________________
Signature

__________________________________________
Position
Appendix B.

Agencies Reporting

There follows a list of the agencies that sent in replies, classified according to the Division to which they belong in the Community Chest. Please note that "nil" attached to the name of an agency indicates that the questionnaire returned stated, "nil use of volunteers"; also note, that * indicates that that agency returned a letter instead of the questionnaire form.

Code No.      Family and Child Welfare Division
22. Children's Aid Society.
28. Catholic Children's Aid Society.
30. Strathcona Nursery School.
nil 33. Vancouver Youth Counselling Service.
43. West Vancouver Welfare Association.
50. Cooperative Play Groups.

      Health Division
* 2. Vancouver Housing Association.
25. Vancouver General Hospital.
34. Women's Auxiliary to C.N.I.B.
38. St. John's Ambulance Society for B. C.
44. Women's Auxiliary to North Vancouver General Hospital.
46. S.P.C.A.
51. The Canadian Mental Health Association, B.C. Division.

      Group Work Division
* 1. The Boy Scouts Association, B.C. Provincial Council
  4. Y.M.C.A. - Metropolitan.
  6. First United Church Camp.
Group Work Division (Continued)

24. Boys’ Clubs of Canada (Regional Office).
41. Cedar Cottage Youth Club.
42. Volunteer Bureau.
48. Y.W.C.A.
49. Heywood Community Centre.

Guidance of the Handicapped Division

8. C.N.I.B. - Western Division.
10. School for Deaf and Blind.
17. Cerebral Palsy Association.
23. Women’s Auxiliary to Marpole Infirmary of the Rehabilitation Centre.
29. Western Society for Rehabilitation.
32. Vancouver League for the Hard of Hearing.
40. Multiple Sclerosis Society of Canada, Vancouver Chapter.
47. Canadian Arthritis and Rheumatism Society - B. C. Division.

Ex-Service Division

12. The Mission to Seamen.
nil 27. Last Post Fund.
nil 45. War Amputations.

* * *
Appendix C.

Agency Comments

The following is a full report of the comments made by agencies in answer to question 15. The agency making the comment is indicated by its code number and where a code number does not appear, that agency made no comment.

<table>
<thead>
<tr>
<th>Code No.</th>
<th>Agency Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>(3)</td>
<td>&quot;That they must be deeply interested in the aims and objectives of the agency.&quot;</td>
</tr>
<tr>
<td>(4)</td>
<td>&quot;Volunteers in the Metropolitan (Administrative) Branch are on a committee and board level--information on program volunteers can be obtained from each of our 5 branches.&quot;</td>
</tr>
<tr>
<td>(5)</td>
<td>&quot;Regarding better volunteer programs, it is felt that only agencies rendering similar services could benefit by working together. An inter-exchange of volunteer training might prove practical particularly in program work.&quot;</td>
</tr>
<tr>
<td>(6)</td>
<td>&quot;In regard to question 14--there are two aspects to volunteer training and some training must be agency based for its own job.&quot;</td>
</tr>
<tr>
<td>(7)</td>
<td>&quot;We find that activity by volunteers is limited by available time of staff to encourage, supervise or act in consultation on 'volunteer' projects.&quot;</td>
</tr>
<tr>
<td>(10)</td>
<td>&quot;Volunteers sent to us through another organization are more consistent than other volunteers.&quot;</td>
</tr>
<tr>
<td>(11)</td>
<td>&quot;The question of 'transportation' for our members on limited income is of considerable concern.&quot;</td>
</tr>
<tr>
<td>(12)</td>
<td>&quot;Our work could not carry on without voluntary workers.&quot;</td>
</tr>
<tr>
<td>(14)</td>
<td>&quot;Volunteers are exceedingly helpful and besides what help they render in service, interpret the work being done to the community.&quot;</td>
</tr>
<tr>
<td>(16)</td>
<td>&quot;They should be given more help and training.&quot;</td>
</tr>
<tr>
<td>(17)</td>
<td>&quot;Frankly, as good as most volunteers are, we would prefer to be independent of them and use nurses aides instead in Physiotherapy and Pre-School Departments and regular drivers to transport children&quot;</td>
</tr>
</tbody>
</table>
from home to Centre. This, however, does not seem to be practical, as groups which support us financially like to take an active part in the work as well as giving cash."

(18) "All our work is voluntary and we enjoy it. I feel that more work could be organized for volunteer workers. Much good could be done to help those requiring assistance and also those wishing to help."

(20) "The Boy Scout Program is voluntarily conceived, directed and operated. The very small staff services and counsels elected and appointed officers at all levels. They do not lead boy groups."

(21) "We are solely concerned with deep-sea sailors and naturally one learns their likes and dislikes from experience with them. We have a certain mode of procedure which seems to be pretty much the same at our various branches all over the world."

(22) "The use of volunteers is unlimited if staff can be provided for organization and supervision."

(24) "Check questionnaire from R.N. Smith, Exec-Dir., Vancouver Boys Club Ass'n."

(25) "(1) with proper selection, orientation and supervision volunteers make possible a more economical and comprehensive use of social work staff.
(2) A volunteer service can be a way of allowing community participation in any given program. Participation in turn brings recognition and awareness in the community of social work problems and activities."

(28) "We have not developed use of volunteers because we feel that unless we can do it properly more can be lost than gained--and staff shortage and facilities make a larger program most difficult."

(29) "Suggest you send a questionnaire to Cerebral Palsy Assn. of Greater Vancouver, 900 W. 27th Ave., They use volunteers also."

(32) "Because we are not highly organized this is hard to answer--that is the whole questionnaire. Our work is as yet connected with adult hard of hearing and many outside our own membership consult us re their problems."
"The C.N.I.B. Auxiliary is new and a wide use of volunteers has not yet been found necessary. In the future we hope to find use for an increasing number of volunteers who may or may not require specific training."

"We have found that it is most effective if all volunteers are channelled through one staff person from this point designated to the staff person in charge of the particular area or which the volunteer will work, for on-going supervision."

"The Greater Vancouver Health League was organized in 1930 by a group of citizens from varied professions and occupations who had as their common interest, education for health, and as a result has called upon a different type of volunteer for a specialized kind of service than many other agencies require."

"We feel that all our Leaders, Commissioners, and various groups members are doing a splendid job as volunteers. They have come into this movement of their own choice and show a sincere desire to promote good future citizens from among the children with whom they work."

"Our agency is entirely a fund-raising, fact-finding association, dedicated to advancing medical research. Apart from the Executive committee, the work of volunteers has been for the purposes of raising money. The only volunteers engaged in a day-by-day capacity is the secretary-treasurer."

"In agency like ours, the volunteer is a necessity. I would not attempt the type of programme, that is now in operation, without them."

"The Bureau feels that a contact person should be established at each agency--this person to make the requests and see that volunteers are placed and used in the best possible manner. One person should be responsible for the supervision of work and should see that staff is not laxing when non staff is engaged. This could be a problem as staff are on the job all day while volunteers are only there part time, usually, and may not need to relax. This is not one of our problems, however, but has been told of other cities. This form does not apply to our organiz-
<table>
<thead>
<tr>
<th>Code No.</th>
<th>Agency Comment</th>
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<tbody>
<tr>
<td></td>
<td>aotion to any extent but I feel it is a good one for the agencies. They are most cooperative but do not always give enough warning when they wish jobs done. (Emergencies must always be treated as such.)&quot;</td>
</tr>
<tr>
<td>(46)</td>
<td>&quot;In the past, the arrangements re volunteers have been extremely satisfactory, but we expect to move to our Shelter on Keith Drive in April and anticipate more difficulty in obtaining volunteers.&quot;</td>
</tr>
<tr>
<td>(47)</td>
<td>&quot;Those who volunteer to help C.A.R.S. do so because they are particularly interested in helping people with arthritis. The necessity determines the number and type of volunteers. Workers in all departments are trained to utilize the work of volunteers. Those who identify themselves with a specific agency such as C.A.R.S. are happier, work better and more enthusiastically than if their interest and volunteer time is divided between 2 or 3 groups.&quot;</td>
</tr>
<tr>
<td>(48)</td>
<td>&quot;In a membership agency such as the Y.W.C.A., training for board and committee service comes partly through participation as an agency member in various programs, conferences, and meetings. Volunteers in general fall into two categories—(1) on board and committees in policy making role. (2) Program and service volunteers.&quot;</td>
</tr>
<tr>
<td>(49)</td>
<td>&quot;The fact that we are situated in North Vancouver, with travelling to take into consideration, has a bearing on the recruitment of Volunteers from sources such as the Volunteer Bureau and Normal School.&quot;</td>
</tr>
<tr>
<td>(50)</td>
<td>&quot;Our 'helpers' group corresponds somewhat to the volunteer group in the Mental Health Association. In the pre-school field there is a demand for the kind of help the volunteer can give. There is an appreciation of the help that has been given and concrete evidence that the service rendered by the volunteer has been helpful.&quot;</td>
</tr>
<tr>
<td>(51)</td>
<td>&quot;An important phase of volunteer work in any agency is that it should provide for continuous and periodic evaluation which increases involvement and gives an increased sense of personal satisfaction on the part of the individual volunteer.&quot;</td>
</tr>
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</table>

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Appendix D.

Bibliography

General References


Specific References


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